

Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan

Empowering Services and Ensuring Safety to Cultivate Sustainability



Tema

Theme

2024



Penjelasan Tema

Theme Explanation

Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan

Empowering Services and Ensuring Safety to Cultivate Sustainability

Sejalan dengan visi menjadi solusi ekosistem transportasi terbaik untuk Indonesia, PT Kereta Api Indonesia (Persero) memperkuat layanan dengan meningkatkan sarana-prasarana untuk mendukung operasional yang lebih baik. Komitmen tersebut dilakukan sebagai langkah strategis KAI dalam mewujudkan masa depan yang berkelanjutan.

Di tahun 2024, KAI melakukan transformasi dan inovasi digital untuk meningkatkan keandalan dan menjamin keselamatan bagi penumpang. KAI meluncurkan inovasi *Track-Mod* dan *Smart Rail* untuk meningkatkan keselamatan dan keamanan kereta. Inovasi ini dirancang untuk meningkatkan efisiensi operasional, penghematan biaya, dan juga jaminan keselamatan perjalanan kereta api. KAI juga meluncurkan *Carbon Footprint* yang dapat diakses melalui aplikasi *Access by KAI* sebagai solusi transportasi yang inovatif dan ramah lingkungan. Lebih lanjut, KAI menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi dan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024.

In line with its vision of becoming Indonesia's best transportation ecosystem solution, PT Kereta Api Indonesia (Persero) strengthens its services by improving infrastructure to aid better operations. Such commitment is carried out as KAI's strategic step in realizing a sustainable future.

In 2024, KAI conducted digital transformation and innovation to improve reliability and ensure safety for passengers. KAI launched the *Track-Mod* and *Smart Rail* innovation to increase train safety and security, designed to improve operational efficiency, cost savings, as well as ensure train travel safety. KAI also launched *Carbon Footprint* which could be accessed through the *Access by KAI* application as an innovative and environmentally friendly transportation solution. Moreover, KAI issued bonds through the Continuous Public Offering (PUB) mechanism for Continuous Bonds and Sukuk Ijarah I Kereta Api Indonesia Phase II in 2024.

Kesinambungan Tema

Theme Continuity

2023

Meningkatkan Konektivitas, Mengkatalisasi Transformasi Berkelanjutan bagi Negeri

Enhancing Connectivity, Catalyzing
Sustainable Transformation for the Nation



PT Kereta Api Indonesia (Persero) berkomitmen untuk menjadi katalisator utama dalam mendorong transformasi berkelanjutan bagi negeri melalui inisiatif yang terfokus pada peningkatan konektivitas. Sebagai pionir dalam sektor transportasi darat, perusahaan telah mengambil peran sentral dalam mempercepat pertumbuhan dan kemajuan ekonomi nasional. Dengan jaringan kereta api yang merentang dari ujung barat hingga timur, PT Kereta Api Indonesia telah menciptakan jalur komunikasi yang efisien, menghubungkan pusat-pusat ekonomi, industri, dan perdagangan di seluruh negeri. Keberadaan layanan kereta api yang andal tidak hanya memperpendek jarak antar-kota, tetapi juga memperluas aksesibilitas bagi masyarakat di daerah-daerah terpencil.

Melalui investasi strategis dalam pemeliharaan dan pengembangan infrastruktur, PT Kereta Api Indonesia memberikan kontribusi signifikan pada perubahan positif dalam sektor transportasi. Penambahan jalur kereta api, perluasan stasiun, dan peningkatan teknologi layanan merupakan upaya nyata dalam meningkatkan efisiensi dan kualitas perjalanan.

PT Kereta Api Indonesia juga mengambil peran sebagai katalisator sosial dan ekonomi, menciptakan peluang baru untuk pengembangan bisnis dan pertumbuhan ekonomi lokal. Dengan membangun kolaborasi erat dengan berbagai pemangku kepentingan, perusahaan ini mendorong transformasi berkelanjutan yang berdampak positif pada pengembangan masyarakat di sepanjang jalur kereta api.

Sebagai pilar penting dalam mobilitas dan konektivitas, PT Kereta Api Indonesia (Persero) tidak hanya menjadi penggerak utama transformasi nasional tetapi juga pendorong perubahan menuju masa depan yang lebih berkelanjutan dan inklusif bagi negeri.

PT Kereta Api Indonesia (Persero) is committed to being the primary catalyst in driving sustainable transformation for the nation through initiatives focused on enhancing connectivity. As a pioneer in the land transportation sector, the company has taken a central role in accelerating national economic growth and progress. With a railway network stretching from the western to the eastern ends of the country, PT Kereta Api Indonesia has created efficient communication routes, connecting economic, industrial, and trade centers across the nation. The existence of reliable rail services not only shortens the distance between cities but also expands accessibility for communities in remote areas.

Through strategic investments in the maintenance and development of infrastructure, PT Kereta Api Indonesia makes a significant contribution to positive changes in the transportation sector. The addition of railway lines, station expansions, and technological service improvements are tangible efforts to enhance travel efficiency and quality.

PT Kereta Api Indonesia also plays a role as a social and economic catalyst, creating new opportunities for business development and local economic growth. By building close collaborations with various stakeholders, the company promotes sustainable transformation that positively impacts community development along the railway lines.

As an essential pillar in mobility and connectivity, PT Kereta Api Indonesia (Persero) is not only a primary driver of national transformation but also a promoter of change towards a more sustainable and inclusive future for the nation.

2022

Berakselerasi Memperkuat Kontribusi bagi Negeri

Accelerating to Strengthen Contribution for the Nation



Seiring pemulihan situasi ekonomi dari dampak pandemi Covid-19, KAI terus memperkuat kontribusi pada sektor transportasi negeri. Hal tersebut terwujud melalui pengembangan usaha dan operasional selama 2022, yang secara mendasar mampu mendorong daya adaptasi KAI dalam menghadapi dinamika industri. Lebih dari itu, kontribusi KAI juga tercermin melalui peningkatan kinerja keberlanjutan yang terlaksana selama 2022, mencakup aspek ekonomi, sosial, dan lingkungan, sebagai upaya berkelanjutan dalam menghadirkan dukungan kuat bagi pencapaian tujuan-tujuan pembangunan berkelanjutan di Indonesia.

Sampai akhir 2022, KAI menerapkan sejumlah langkah strategis mencakup segmen angkutan penumpang dan barang. Pada angkutan penumpang, KAI menerapkan pencegahan penularan Covid-19 sesuai kebijakan Pemerintah, sebagai upaya menyeluruh dalam memberi rasa aman bagi seluruh pelanggan. KAI juga telah menerapkan sejumlah upaya pemasaran, baik secara online maupun offline, hingga melakukan *reclass*, *rerouting*, dan menghadirkan perjalanan KA tambahan. Kemudian, pada angkutan barang, KAI telah menerapkan sejumlah upaya yang diarahkan guna percepatan pembangunan infrastruktur pendukung, optimalisasi sarana dan kegiatan pemasaran, hingga menerapkan upaya efisiensi pola operasi untuk meningkatkan volume angkutan, baik pada wilayah Jawa maupun Sumatra.

Penguatan kontribusi KAI antara lain ditunjukkan melalui peningkatan kualitas operasional, baik pada aspek keselamatan, ketepatan waktu, kenyamanan, dan daya tarik perjalanan. Pada 2022, KAI berhasil meningkatkan keandalan melalui kinerja pelayanan dan keselamatan, dengan merealisasikan penurunan kecelakaan dan keterlambatan, baik pada KA penumpang maupun KA barang. Peningkatan kenyamanan dan daya tarik perjalanan KA juga tercermin melalui hadirnya KA Luxury dan KA Panoramic pada 2022.

Atas pencapaian yang diraih pada 2022, kami optimistis kontribusi KAI dapat dipertahankan dan terus ditingkatkan seiring kelanjutan laju pembangunan negeri. Kami optimistis, KAI akan tumbuh lebih kuat sebagai pengelola moda transportasi berkelas dunia, seiring pencapaian visi untuk hadir menjadi solusi ekosistem transportasi terbaik untuk Indonesia.

As the economic situation recovers from the impact of the Covid-19 pandemic, KAI continues to strengthen its contribution to the country's transportation sector. This was realized through business and operational development throughout 2022, which is fundamentally able to encourage KAI's adaptability in dealing with industrial dynamics. Moreover, KAI's contribution is also reflected in the improvement in sustainability performance that was carried out in 2022, covering economic, social, and environmental aspects, as an ongoing effort to provide strong support for achieving sustainable development goals in Indonesia.

As of the end of 2022, KAI was implementing various strategic steps covering the passenger and freight transportation segments. In passenger transportation, KAI implemented prevention of Covid-19 transmission according to Government policy, as a comprehensive effort to provide a sense of security for all customers. KAI has also implemented a number of marketing efforts, both online and offline, to reclass, reroute, and present additional train trips. Then, in the transportation of freight, KAI implemented numerous efforts aimed at accelerating the development of supporting infrastructure, optimizing marketing Rolling Stock and activities, as well as implementing operational pattern efficiency efforts to increase transportation volume, both in Java and Sumatra.

Strengthening of KAI's contribution, among others, is shown through operational quality improvement, both in the aspects of safety, punctuality, comfort, and travel attractiveness. In 2022, KAI succeeded in increasing reliability through service and safety performance, by realizing a reduction in accidents and delays, both on passenger and freight trains. The increased comfort and attractiveness of train travel are also reflected in the presence of the Luxury KA and the Panoramic KA in 2022.

For the performance achieved in 2022, we are optimistic that KAI's contribution can be maintained and continuously improved in line with the country's continued development. We are optimistic that KAI will grow stronger as a world-class mode of transportation operator, in line with achieving its vision to be present as the best transportation ecosystem solution for Indonesia.

Kesinambungan Tema
Theme Continuity

2021

Semangat Bangkit Untuk Melayani Lebih Cepat dan Lebih Baik

The Spirit of Rising to Serve Faster and Better



Tahun 2021 menjadi tahun ditanamkan semangat pemulihan dari dampak pandemi COVID-19. Sinyal pemulihan ekonomi dapat terlihat dari Purchasing Managers Index (PMI) manufaktur global yang berada pada zona ekspansif. Dalam menyambut sinyal tersebut, PT Kereta Api Indonesia (Persero) atau KAI membangun strategi-strategi khusus yang dilakukan dalam upaya untuk bangkit dan kembali normal di masa Pandemi COVID-19 dengan tetap mengutamakan visi, misi serta nilai-nilai KAI.

Perseroan melakukan berbagai inisiatif dan hal-hal baru seperti perbaikan layanan tempuh kereta api (KA Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Willis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), dan Taksaka (Gambir - Yogyakarta PP)), penambahan frekuensi perjalanan kereta api, penerapan *dynamic pricing*, penggunaan model skema tarif untuk angkutan sesuai dengan *cluster* kereta api unggulan, non-unggulan dan kereta api perintis. Untuk peningkatan pelayanan kepada penumpang kereta api juga dilakukan dengan menghadirkan wifi gratis dalam KA Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Willis, Taksaka, dan Argo Parahyangan serta layanan Live Cooking di atas KA Argo Bromo Anggrek, KA Argo Lawu, Argo Dwipangga, Taksaka, dan Argo Willis. KAI juga menghadirkan layanan *first mile-last mile*, layanan kompet digital KAI Pay, dan layanan *top-up* dan tagihan di Access by KAI.

Berbagai langkah terus diupayakan yang mengarah pada keselamatan, ketepatan waktu, pelayanan dan kenyamanan seperti menjaga keandalan sarana dan prasarana, peningkatan jaminan keselamatan, implementasi sistem manajemen berbasis pelanggan (*customer driven*) melanjutkan penataan SDM, intensifikasi pasar yang sudah ada, pengembangan sistem informasi yang terpadu, dan peningkatan peran bisnis non angkutan melalui penertiban aset serta pengelolaan aset secara optimal dan profesional.

Kontribusi Perseroan lainnya ditunjukkan dengan mengawal jalannya Proyek Strategis Nasional berbasis perkeretaapian yaitu LRT Jabodebek dan Kereta Cepat Jakarta-Bandung. Dengan dijakarkannya KAI sebagai pimpinan konsorsium BUMN atas proyek Kereta Cepat Jakarta Bandung serta dikurirkannya dana PMN oleh Pemerintah kepada perseroan untuk pembiayaan kedua proyek tersebut, kita semakin optimis bahwa Indonesia akan segera memiliki moda transportasi tambahan untuk menunjang terciptanya ekosistem transportasi yang baik.

2021 was the year to instill the spirit of recovery from the impact of the COVID-19 pandemic. Signals of economic recovery could be seen from the global manufacturing Purchasing Managers' Index (PMI), which was in the expansion zone. In welcoming this signal, PT Kereta Api Indonesia (Persero) or KAI developed special strategies carried out in an effort to rise and return to normal during the COVID-19 pandemic while still prioritizing KAI's vision, mission and values.

The Company carried out various initiatives and new things such as improving rail travel services (KA Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Willis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), and Taksaka (Gambir - Yogyakarta PP)), increasing the frequency of train trips, implementing dynamic pricing, using a tariff scheme model for transportation in accordance with the superior, nonseeded and pioneer train clusters. To enhance passenger service, free Wi-Fi has been provided on the Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Willis, Taksaka, and Argo Parahyangan trains, as well as Live Cooking services on the Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka, and Argo Willis trains. KAI has also introduced first-mile-last-mile services, KAI Pay digital wallet services, and top-up and billing services at Access by KAI.

Various steps were continuously pursued that lead to safety, punctuality, service, and comfort such as maintaining the reliability of Rolling Stock and infrastructure, increasing safety assurance, implementing a customer-driven management system (customer-driven), continuing HR management, intensifying existing markets, developing an integrated information system and increasing the role of non-transportation businesses through asset control and optimal and professional asset management.

The Company's other contribution could be shown by overseeing the implementation of the National Strategic Projects based on the railway, namely the Jabodebek LRT and the Jakarta-Bandung high-speed train. With the appointment of KAI as the head of the SOE consortium for the Jakarta Bandung High-Speed Rail project and the Government's disbursement of PMN funds to the company to finance the two projects, we were increasingly optimistic that Indonesia could soon have additional modes of transportation to support the creation of a good transportation ecosystem.

2020

Adaptif, Solutif, Kolaboratif Untuk Indonesia

Adaptive, Solutive, Collaboration for
Indonesia



Perubahan adalah hal pasti. Kita hanya perlu menerimanya dengan pikiran terbuka. Pada tahun 2020 KAI memasuki era baru yang diwujudkan melalui visi Menjadi Solusi Ekosistem Transportasi Terbaik untuk Indonesia. Perseroan juga mengubah budaya dan logo perusahaan. Seluruh pembaruan ini merupakan upaya kami untuk terus beradaptasi dengan zaman, sehingga pelanggan senantiasa dapat menikmati peningkatan layanan. Kondisi yang menantang tidak menghalangi kami untuk menciptakan momentum penyegaran, melainkan menjadi fondasi untuk bertahan dan berkembang di masa mendatang.

Semangat ini kami tampilkan melalui desain sampul muka yang mengusung pendekatan fotografi. Foto kereta KAI yang sedang berjalan dalam kecepatan tinggi menjadi fokus, merepresentasikan KAI sebagai sosok perusahaan yang dinamis dan dapat beradaptasi dengan cepat untuk menghadapi tantangan di tahun 2020.

Change is a sure thing. We just need to accept it with an open mind. In 2020 KAI has entered a new era which is manifested through the vision of Becoming the Best Transportation Ecosystem Solution for Indonesia. The Company also changed its company culture and logo. All of these updates are our efforts to continue to adapt to the times, hence the customers are able to always enjoy the improvement of our service. The challenging conditions did not prevent us from creating momentum for refreshment, but rather became the foundation for survival and enhancement in the future.

We show this spirit through the face cover design that carries a photographic approach. Photo of the KAI train running at high speed is the focus, representing KAI as a dynamic company figure which can adapt quickly to face challenges in 2020.

Kekuatan Bisnis KAI

KAI'S Business Advantage

KAI terus beroperasi sebagai perusahaan penyedia jasa transportasi di Indonesia dengan kekuatan bisnis sebagai berikut:

1. Satu-satunya Perseroan BUMN di bidang kereta api di Indonesia.
2. Sebagian besar lini bisnis anak perusahaan membawa keunggulan strategis untuk KAI.
3. Memiliki pengetahuan dan kemampuan dalam menjalankan bisnis dan operasi kereta api yang telah dibangun selama beberapa dekade.
4. Telah menjadi operator untuk infrastruktur *eksisting* (jaringan kereta sepanjang utara dan selatan Pulau Jawa serta sisi utara, barat, dan selatan Pulau Sumatera).
5. Memiliki aset lahan yang sangat luas dan sebagian besar terletak di lokasi strategis.
6. Infrastruktur tetap dirawat dengan baik dan bukan merupakan penyebab utama dari gangguan yang tidak terduga.
7. Peningkatan pada aspek keselamatan yang diindikasikan dari tren positif dari penurunan jumlah kecelakaan dalam 5 (lima) tahun terakhir.
8. Memiliki dukungan dana dari Pemerintah untuk pemeliharaan dan operasi kereta api.
9. Adanya pembiayaan yang kuat.
10. Memiliki jumlah tenaga kerja yang besar.
11. Memiliki bisnis utama yakni angkutan penumpang dan angkutan barang, serta komersialisasi aset sebagai bisnis pendukung.

KAI continues to operate as a transportation service provider in Indonesia with the following business advantages:

1. The only state-owned company in the railway sector in Indonesia.
2. Most of the subsidiaries' business lines bring strategic advantages to KAI.
3. Having the knowledge and skills to run a railroad business and operation for decades.
4. Becoming an operator for the existing infrastructure (railway network along the north and south of Java Island as well as the north, west, and south sides of Sumatra Island).
5. Having very large land assets, and most of them are located in strategic locations.
6. The infrastructure remains well maintained and poses no threat from unforeseen disturbances.
7. Improvements in safety aspects are indicated by the positive trend of decreasing the number of accidents in the last five years.
8. Having financial support from the government for the maintenance and operation of the railway.
9. Having strong financing.
10. Having a large workforce.
11. Having two main business lines, namely passenger and freight transportation, as well as the commercialization of assets as a supporting business.



Kontribusi KAI Untuk Indonesia

KAI's Contribution To Indonesia

PENYELESAIAN PROYEK STRATEGIS NASIONAL PROYEK KCJB DAN PROYEK LRT JABODEBEK

PROYEK KERETA CEPAT JAKARTA BANDUNG (KCJB)

KCJB Whoosh yang diresmikan pada 2 Oktober 2023 memiliki kecepatan 350 km/jam dengan waktu tempuh dari Jakarta menuju Bandung kurang lebih sekitar 46 menit. Di tahun 2024, jumlah penumpang KCIC terus mengalami pertumbuhan rata-rata penumpang bulanan. Pada awal operasi, di Oktober 2023, rata-rata jumlah penumpang Whoosh berada di angka 13 ribu penumpang per hari. Pada Juni 2024 jumlahnya meningkat menjadi 17,8 ribu penumpang per hari dan melonjak menjadi 19,9 ribu penumpang per hari di masa libur sekolah pada Juli 2024. Puncaknya terjadi di Desember 2024, dimana Whoosh memiliki rata-rata penumpang per hari stabil di 20,2 ribu penumpang per hari.

LRT JABODEBEK

LRT Jabodebek resmi beroperasi komersial penuh pada 28 Agustus 2023 dan diresmikan oleh Presiden Joko Widodo di Stasiun Cawang. LRT Jabodebek melayani dua *line*, yakni Dukuh Atas BNI - Jati Mulya dan Dukuh Atas BNI - Harjamukti dengan total sebanyak 18 stasiun dan panjang lintasan 44, 43 km. LRT Jabodebek memiliki 31 *Trainset* yang dibuat oleh PT INKA dengan jumlah perjalanan per hari 366 perjalanan saat *weekday* dan 270 perjalanan saat *weekend*. Pengguna LRT Jabodebek dapat melakukan pembayaran melalui Kartu Multi Trip KAI Commuter, Access by KAI, Link Saja dan Kartu Uang Elektronik.

COMPLETION OF NATIONAL STRATEGIC PROJECTS KCJB PROJECT AND JABODEBEK LRT PROJECT

JAKARTA-BANDUNG HIGH-SPEED TRAIN (KCJB) PROJECT

KCJB Whoosh, which was inaugurated on October 2, 2023, has a speed of 350 km/hour with a travel time from Jakarta to Bandung of approximately 46 minutes. In 2024, the average monthly number of KCIC passengers continued to grow. At the start of operations, in October 2023, the average number of Whoosh passengers was at 13 thousand passengers per day. In June 2024, the number increased to 17.8 thousand passengers per day and jumped to 19.9 thousand passengers per day during the school holidays in July 2024. The peak occurred in December 2024, when Whoosh had an average of passengers per day stable at 20.2 thousand passengers per day.

JABODEBEK LRT

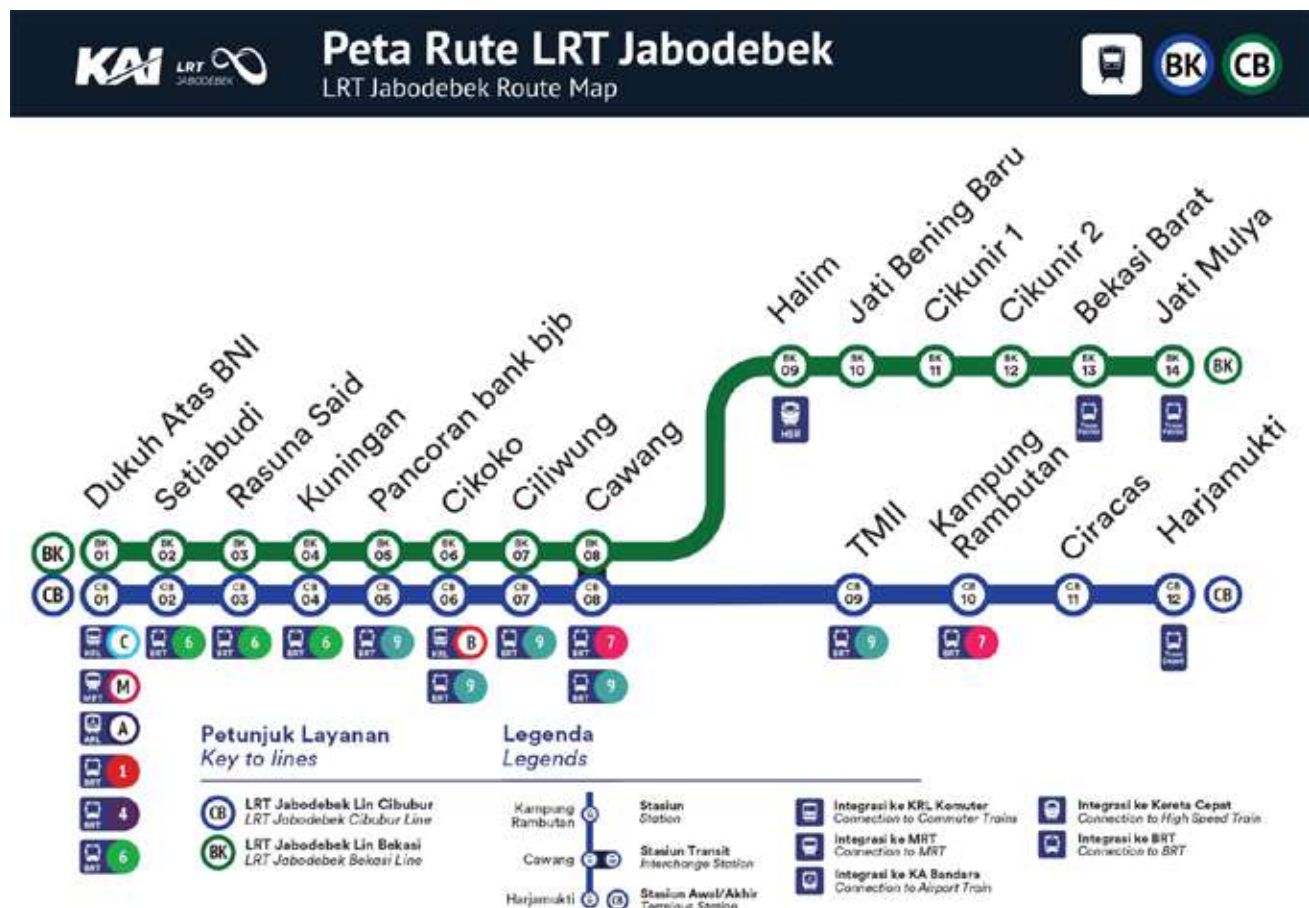
Jabodebek LRT officially began full commercial operations on August 28, 2023, and was inaugurated by President Joko Widodo at Cawang Station. Jabodebek LRT serves two lines, namely Dukuh Atas BNI-Jati Mulya and Dukuh Atas BNI-Harjamukti with a total of 18 stations and a track length of 44.43 km. Jabodebek LRT has 31 Trainsets made by PT INKA with a daily number of trips of 366 on weekdays and 270 trips on weekends. LRT Jabodebek users can make payments using the KAI Commuter Multi Trip Card, Access by KAI, LinkAja, and Electronic Money Card.



Kontribusi KAI Untuk Indonesia KAIs Contribution To Indonesia

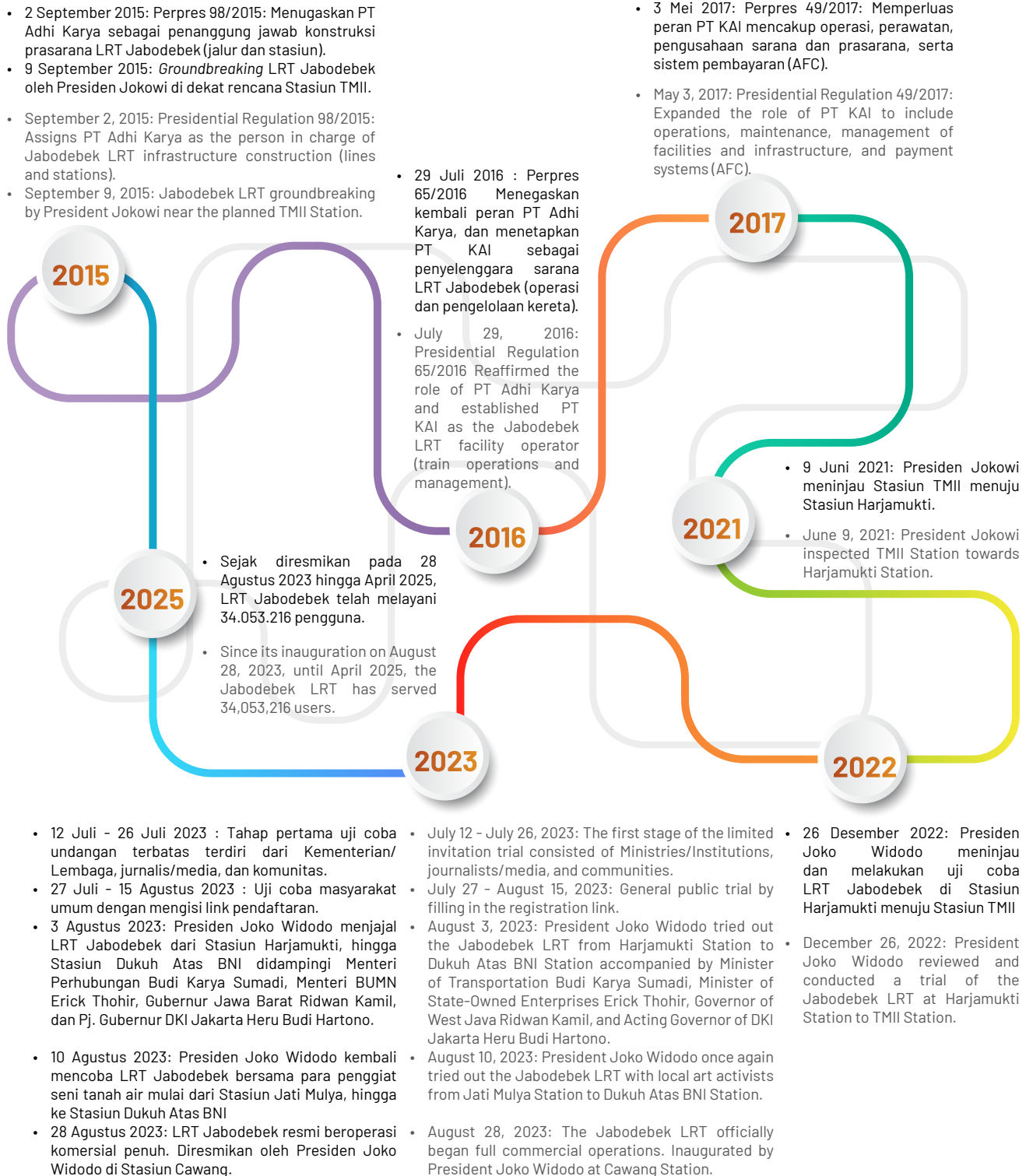
LRT Jabodebek menggunakan sistem *Communication-Based Train Control* (CBTC) dengan *Grade of Automation* (GoA) level 3. Sistem CBCT-GoA3 memungkinkan pengoperasian dilakukan secara otomatis tanpa masinis, namun mensyaratkan masih terdapat petugas operasional (*Train Attendant*) di dalam kereta untuk penanganan kondisi darurat dan pelayanan kepada pelanggan. LRT Jabodebek juga dilengkapi oleh *Automatic Train Protection* (ATP) serta *Interlocking & Zone Controller*. LRT Jabodebek terlindungi dari *over speed* dan jaminan pengereman yang andal. Adapun *interlocking & zone controller* berfungsi untuk menjamin tidak ada kesalahan pembentukan rute serta mendistribusikan otorisasi kontrol operasional LRT.

Jabodebek LRT uses the *Communication-Based Train Control* (CBTC) system with *Grade of Automation* (GoA) level 3. The CBCT-GoA3 system allows operations to be carried out automatically without a train driver, but it still requires Train Attendants on the train to handle emergency conditions and serve customers. Jabodebek LRT is also equipped with *Automatic Train Protection* (ATP) and *Interlocking & Zone Controller*. Jabodebek LRT is protected from *overspeeding* and guarantees reliable braking. The *interlocking & zone controller* functions to ensure that there are no errors in route formation and to distribute LRT operational control authorization.



Sejarah LRT Jabodebek

History of Jabodebek LRT



Kontribusi KAI Untuk Indonesia *KAI's Contribution To Indonesia*

PENINGKATAN KAPASITAS DAN LAYANAN ANGKUTAN PENUMPANG SERTA ANGKUTAN BARANG

Angkutan Penumpang

Volume angkutan penumpang: 51.839.503 penumpang
Pendapatan angkutan penumpang: Rp9.800 miliar

Angkutan Barang

Volume angkutan barang: 69.201.670 ton
Pendapatan angkutan barang: Rp12.764 miliar

INCREASING PASSENGER AND FREIGHT TRANSPORT CAPACITY AND SERVICES

Passenger Transport

Passenger transport volume: 51,839,503 passengers
Passenger transport revenues: Rp9,800 billion

Freight Transport

Freight transport volume: 69,201,670 tons
Freight transport revenue: Rp12,764 billion

SARANA (SIAP OPERASI) / ROLLING STOCK (READY FOR OPERATION)

462 Unit Lokomotif
Unit Locomotive

1.020 Unit KRL
Unit Commuter Line

7.690 Unit Gerbang
Unit Carriage

90 KRDMU

1.532 Unit Kereta
Unit Train

31 Unit LRT
Unit LRT

PRASARANA / INFRASTRUCTURE

100,50% Sinyal dan Telekomunikasi Listrik
Electric Signaling and Telecommunications

102,8% Jalan rel dengan kondisi baik
Railway tracks in good condition

5.984,72 kmsp Rencana
Planned

6.031,35 kmsp Realisasi
Realization

Inovasi dan peningkatan layanan KAI pada angkutan barang, antara lain:

- **Wilayah Jawa**
 - o Petikemas
 - 1) Uji coba angkutan relasi Gedebage-Tanjung Priok dalam rangka menjalankan program pemerintah *National Logistic Ecosystem* (NLE).
 - 2) Mengoptimalkan potensi market dengan cara mengakomodir angkutan balen limbah B3 relasi Kalimas-Nambo.
 - 3) Mengoptimalkan angkutan peti kemas dengan joint market dengan beberapa mitra angkutan.
 - 4) Penambahan Hari Operasi (HO) perjalanan Kereta Api pada beberapa mitra angkutan.

KAI's innovations and service improvements for freight transportation include:

- **Java Region**
 - o Containers
 - 1) Trial of transportation on the Gedebage-Tanjung Priok relation to implement the government's *National Logistic Ecosystem* (NLE) program.
 - 2) Optimizing market potential by accommodating transportation of hazardous waste bales on the Kalimas-Nambo relation.
 - 3) Optimizing container transportation with a joint market with several transportation partners.
 - 4) Addition of Operating Days (HO) for Train trips on several transportation partners.

- o Perkebunan
Melakukan negosiasi dengan PTPN IV Regional I, PTPN IV Regional II dan PT SMART untuk meningkatkan realisasi angkutan dan menerapkan target minimum angkutan pada kontrak angkutan.
- o Semen & Klinker
 - 1) Melakukan negosiasi terkait peningkatan target minimum angkutan semen PT Semen Padang.
 - 2) Melakukan negosiasi terkait peningkatan target minimum angkutan semen PT Solusi Bangun Indonesia dengan mempertimbangkan realisasi volume angkutan yang menunjukkan *trend* positif.
 - 3) Melakukan negosiasi terkait penambahan volume angkutan Semen PT Semen Baturaja untuk produk semen curah.
- o Retail
 - 1) Mengoptimalkan angkutan Bank Indonesia untuk relasi wilayah Jawa Timur.
 - 2) Melakukan negosiasi dengan mitra untuk menjalankan kembali KA Parcel Selatan relasi Bandung – Surabaya.
 - 3) Mengoptimalkan volume angkutan BHP menggunakan kereta bagasi yang dirangkaikan pada KA Blambangan Ekspres relasi Pasar Senen-Ketapang.
- o Pupuk
 - 1) Telah dilakukan negosiasi penambahan hari operasi untuk angkutan Pupuk dengan tujuan Gombong, Maguwo, dan Ceper yang semula berjalan dua kali dalam seminggu menjadi tiga kali dalam seminggu.
 - 2) Melakukan negosiasi terkait target minimum angkutan yang selanjutnya dituangkan dalam Addendum Perjanjian angkutan.
- o Menawarkan kepada mitra potensi angkutan serta tarif kompetitif.
- o Melakukan kegiatan pemasaran baik secara langsung ke perusahaan-perusahaan maupun mengikuti kegiatan pameran dan forum diskusi grup.
- o Koordinasi dengan mitra untuk kelancaran alat produksinya serta pengaturan pola distribusi yang saling menguntungkan kedua belah pihak.
- o Plantations
Negotiating with PTPN IV Regional I, PTPN IV Regional II, and PT SMART to increase transportation realization and implement minimum transportation targets in transportation contracts.
- o Cement & Clinker
 - 1) Negotiating regarding the increase in the minimum target for cement transportation of PT Semen Padang.
 - 2) Negotiating regarding the increase in the minimum target for cement transportation of PT Solusi Bangun Indonesia by considering the realization of transportation volume which shows a positive trend.
 - 3) Negotiating regarding the addition of cement transportation volume of PT Semen Baturaja for bulk cement products.
- o Retail
 - 1) Optimizing Bank Indonesia transportation for relations in the East Java region.
 - 2) Negotiating with partners to restart the South Parcel Train on the Bandung-Surabaya route.
 - 3) Optimizing the BHP transportation volume using baggage trains coupled with the Blambangan Ekspres Train on the Pasar Senen-Ketapang route.
- o Fertilizer
 - 1) Negotiations have been made to add operating days for Fertilizer transportation to Gombong, Maguwo, and Ceper, which originally ran twice a week to three times a week.
 - 2) Negotiating the minimum transportation target which will then be stated in the Transportation Agreement Addendum.
- o Offering partners potential transportation and competitive rates.
- o Carrying out marketing activities both directly to companies and participating in exhibitions and group discussion forums.
- o Coordinating with partners for the smooth running of their production equipment and arranging distribution patterns that are mutually beneficial to both parties.

Kontribusi KAI Untuk Indonesia *KAI's Contribution To Indonesia*



- o Mendorong mitra untuk memperbaiki infrastruktur dan percepatan perbaikan dampak gangguan alam.
- o Negosiasi target minimum dalam adendum perjanjian Angkutan.

• Wilayah Sumatera

- o Batubara
 - 1) Optimalisasi Trainset (TS) idle mitra yang stabiling kepada mitra angkutan yang berkinerja baik.
 - 2) Penyelesaian modif KKBW 45 Ton sebagai pengganti sarana produksi Rumania.
 - 3) Optimalisasi penambahan Stamformasi (SF) 61 pada angkutan batubara PT Bukit Asam Tbk relasi Tanjungenim-Tarahan;
 - 4) Uji coba peningkatan kecepatan lintas Tanjungkarang-Tarahan untuk mendukung peningkatan frekuensi kereta api Baratarahan menjadi 26 KA/hari.
 - 5) Pembuatan *Standard Operating Procedure* (SOP) tanggap darurat antara PT Kereta Api Indonesia

- o Encouraging partners to improve infrastructure and accelerate repairs to the impact of natural disturbances.
- o Negotiating the minimum target in the Transportation Agreement Addendum.

• Sumatra Region

- o Coal
 - 1) Optimization of idle Trainset (TS) of partners that are stable to well-performing transportation partners.
 - 2) Completion of 45-Ton KKBW modification as a replacement for Romanian production facilities.
 - 3) Optimization of the addition of Stamformation (SF) 61 on coal transportation of PT Bukit Asam Tbk on the Tanjungenim-Tarahan route.
 - 4) Trial of increasing the speed of the Tanjungkarang-Tarahan route to support the increase in the frequency of Baratarahan trains to 26 trains/day.
 - 5) Preparation of Emergency Response Standard Operating Procedure (SOP) between PT Kereta



(Persero) dan PT Bukit Asam Tbk untuk menjamin keselamatan dan keamanan dalam kegiatan operasional maupun proses *loading* dan *unloading* di lingkungan kerja.

- 6) Optimalisasi penambahan Stamformasi (SF) 61 pada angkutan batubara mitra swasta dalam hal ini telah dilakukan uji coba angkutan batubara pada mitra PT Dizamatra Powerind.
- 7) Optimalisasi kapasitas terminal dengan efisiensi Waktu Tunggu Terminal (WTT) semula 4 KA menjadi 5 KA di Muaralawai I dan semula 3,5 KA menjadi 4 KA di Merapi;
- 8) Peningkatan angkutan Barapati semula 14 KA/hari menjadi 16 KA/hari yang selanjutnya akan ditingkatkan menjadi 17 KA/hari;
- 9) Percepatan pembuatan jalur 11 (FMS) dan 12 (WBS) di Emplasemen Stasiun Simpang;
- 10) Percepatan pengoperasian double track relasi Merapi-Muaralawai;
- 11) Pemanfaatan TS GD 42 dari KA Jawa yang tidak optimal ke KA Baraswasta di Sumatera Selatan.

Api Indonesia (Persero) and PT Bukit Asam Tbk to ensure safety and security in operational activities as well as loading and unloading processes in the work environment.

- 6) Optimization of the addition of Stamformation (SF) 61 on coal transportation of private partners in this case a coal transportation trial has been carried out on the partner PT Dizamatra Powerind.
- 7) Optimization of terminal capacity with the efficiency of Terminal Waiting Time (WTT) from 4 trains to 5 trains in Muaralawai I and from 3.5 trains to 4 trains in Merapi.
- 8) Increasing Barapati transportation from 14 trains/day to 16 trains/day which will then be increased to 17 trains/day.
- 9) Acceleration of construction of lines 11 (FMS) and 12 (WBS) at Simpang Station Emplacement.
- 10) Acceleration of operation of double track for Merapi-Muaralawai relation.
- 11) Utilization of TS GD 42 from suboptimal Java trains to Baraswasta trains in South Sumatra.

Kontribusi KAI Untuk Indonesia

KAI's Contribution To Indonesia

Penyelesaian Implementasi Energi Baru Terbarukan di Stasiun dan Balai Yasa

PT Kereta Api Indonesia (Persero) terus memperkuat komitmennya terhadap pelestarian lingkungan dan pembangunan berkelanjutan melalui pemanfaatan energi baru dan terbarukan. Hingga akhir tahun 2024, KAI telah berhasil memasang Pembangkit Listrik Tenaga Surya (PLTS) di berbagai titik operasional perusahaan mulai dari stasiun, balai yasa, griya karya, hingga perkantoran. Kapasitas energi yang dihasilkan secara signifikan mengurangi ketergantungan terhadap sumber energi berbasis fosil. Instalasi PLTS ini merupakan bentuk nyata kontribusi KAI dalam mendukung program pemerintah menuju transisi energi bersih dan terbarukan.

KAI tidak hanya fokus pada layanan transportasi, tetapi juga pada keberlanjutan dan tanggung jawab lingkungan. KAI juga melakukan Upaya untuk mengatasi perubahan iklim melalui program dekarbonisasi dengan menggunakan sumber Energi Baru Terbarukan (EBT). Dalam hal ini KAI telah mengimplementasikan Pembangkit Listrik Tenaga Surya (PLTS) atau Solar Panel pada Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III.

PLTS tersebut dioperasikan melalui sistem Solar Panel on Grid yang menggabungkan suplai listrik dari jaringan listrik PLN dan jaringan listrik Solar Panel untuk memenuhi kebutuhan listrik di area operasional. Hal ini menunjukkan bahwa implementasi energi bersih oleh KAI bersifat nasional dan inklusif. Stasiun dan fasilitas lainnya yang telah menggunakan PLTS kini mendapat pasokan listrik ramah lingkungan untuk mendukung operasional pada siang hari termasuk pencahayaan, pendinginan, dan sistem pendukung lainnya.

Completion of Renewable Energy Implementation at Stations and Railway Workshop

PT Kereta Api Indonesia (Persero) continues strengthening its commitment to environmental preservation and sustainable development through new and renewable energy usage. By the end of 2024, KAI successfully installed Solar Power Plants (PLTS) at various operational points of the company ranging from stations, workshops, workhouses, to offices. The energy capacity generated significantly reduces dependence on fossil-based energy sources. The installation of PLTS is a concrete form of KAI's contribution to supporting the government's program towards a clean and renewable energy transition.

KAI focuses not only on transportation services, but also on sustainability and environmental responsibility. KAI also makes efforts to address climate change through a decarbonization program using New and Renewable Energy (EBT) sources. In this case, KAI has implemented Solar Power Plants (PLTS) or Solar Panels at the Jakarta Railway Center Building, 53 KAI Stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office.

The PLTS is operated through a Solar Panel on Grid system that combines electricity supply from the PLN electricity network and the Solar Panel electricity network to meet electricity needs in the operational area. This shows that the clean energy implementation by KAI is national and inclusive. Stations and other facilities that have utilized PLTS now receive environmentally friendly electricity supplies to support daytime operations including lighting, cooling, and other supporting systems.

Energi surya yang KAI gunakan tidak hanya menghemat biaya operasional, tetapi juga mengurangi emisi karbon, yang sejalan dengan misi KAI dalam mengembangkan sumber daya dan teknologi dengan mengedepankan ESG.

Pemanfaatan energi matahari ini juga diterapkan di fasilitas produksi seperti Balai Yasa untuk mendukung aktivitas perawatan sarana perkeretaapian. Hal ini diharapkan dapat memperkuat efisiensi energi dan produktivitas kerja.

Ke depan, KAI akan terus melanjutkan program pemasangan PLTS secara bertahap di stasiun-stasiun lain, Balai Yasa serta fasilitas pendukung lainnya yang berada dalam lingkungan KAI Group. Targetnya adalah membentuk sistem operasional yang sepenuhnya berbasis pada energi hijau. Dengan langkah-langkah konkret ini, KAI berharap dapat menjadi pelopor dalam menghadirkan layanan transportasi publik yang tidak hanya andal dan nyaman, tetapi juga ramah lingkungan.

TOTAL KAPASITAS PLTS

Di tahun 2024, KAI merealisasikan pemasangan panel surya di 20 lokasi baru sebagai berikut:

- **Stasiun (10 lokasi)**
Total kapasitas sejumlah 368,30 kWp dan berhasil mengurangi emisi sebesar 103,33 Ton CO₂.
- **Balai Yasa (4 lokasi)**
Total kapasitas sejumlah 1.312,30 kWp dan berhasil mengurangi emisi sebesar 368,09 Ton CO₂.
- **Kantor Divre (1 lokasi)**
Total kapasitas sejumlah 122,10 kWp dan berhasil mengurangi emisi sebesar 34,25 Ton CO₂.
- **Kantor Daop (1 lokasi)**
Total kapasitas sejumlah 40,00 kWp dan berhasil mengurangi emisi sebesar 11,22 Ton CO₂.
- **Griya Karya (4 lokasi)**
Total kapasitas sejumlah 71,50 kWp dan berhasil mengurangi emisi sebesar 20,06 Ton CO₂.

The solar energy that KAI uses not only saves operational costs, but it helps reduce carbon emissions as well, which is in line with KAI's mission to develop resources and technology by prioritizing ESG.

Solar energy usage is also applied in production facilities such as Balai Yasa to support railway maintenance activities. This is expected to strengthen energy efficiency and work productivity.

In the future, KAI will continue the program to install PLTS gradually at other stations, Railway Workshops, and other supporting facilities within the KAI Group environment. The target is to form an operational system entirely based on green energy. These concrete steps are hoped to assist KAI in becoming a pioneer in providing reliable, comfortable, and environmentally friendly public transportation services.

SOLAR PANEL TOTAL CAPACITY

In 2024, KAI installed solar panels at 20 new locations as follows:

- **Stations (10 locations)**
Total capacity of 368.30 kWp and reduced emissions by 103.33 tons of CO₂.
- **Railway Workshop (4 locations)**
Total capacity of 1,312.30 kWp and reduced emissions by 368.09 tons of CO₂.
- **Regional Division Office (1 location)**
Total capacity of 122.10 kWp and reduced emissions by 34.25 tons of CO₂.
- **Regional Operation Office (1 location)**
Total capacity of 40.00 kWp and reduced emissions by 11.22 tons of CO₂.
- **Griya Karya (4 locations)**
Total capacity of 71.50 kWp and reduced emissions by 20.06 tons of CO₂.

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Jejak Langkah

Milestone



1864

17 Juni / June 17

Namlooze Venooschap Nenderlandsch Indische Spoorweg Maatschappij (NV NISM) membuka jalur ketera api Semarang-Surakarta.

Naamloze Vennootschap Spoorweg Nederlandsch Indische Maatschappij (NV NISM) opened the Semarang Surakarta railway track.

1880

Verenigde Spoorwegenbedrijf mengembangkan jalur kereta api di Pulau Jawa, Deli Spoorwegen Maatschappij membangun jaringan kereta api di Sumatera dan Staat Spoorwegen mengembangkan transportasi kereta api di Batavia.

Verenigde Spoorwegenbedrijf developed railway track in Java Island, Deli Spoorwegen Maatschappij built railway track in Sumatera, while Staat Spoorwegen developed built railway track in Batavia.

1924

24 Desember / December 24

Staat Spoorwegen mengoperasikan kereta listrik rute Tanjung Priok-Meester Cornelis (Jatinegara) di Batavia, dilanjutkan dengan rute Batavia-Zootenberg (Bogor).

Staat Spoorwegen operated electric train for Tanjung Priok-Meester Cornelis (Jatinegara) route in Batavia, followed by Batavia-Zootenberg (Bogor) route.



2012

08 Maret / March 8

- Pemberlakuan sistem pemesanan tiket H-90 untuk kereta api komersial melalui *Contact Center* 121, Agen Tiket dan stasiun online, *Railcard* serta jaringan internet. / Implementation of D-90 days ticket reservation system for commercial train via Contact Center 121, ticketing agent and online station, Railcard and internet network.
- Pemberlakuan secara permanen sistem *boarding pass* di stasiun. / Permanent implementation of boarding pass system at the stations.

2011

Peluncuran logo baru sebagai perwujudan tekad baru Perseroan untuk menjadi organisasi yang profesional dan modern.

Launching of the new logo as manifestation of new spirit of the Company to be a professional and modern organization

2009

28 September / September 28

Transformasi menuju Perusahaan jasa (*service company*) ditandai dengan pembentukan Divisi Komersial.

Transformation towards service company initiated by Commercial Division establishment.



2013

01 Juni / June 1

Pemberlakuan sistem *e-ticketing* kereta *commuter line*.

Implementation of e-ticketing system for commuter line trains

2014

27 Maret / March 27

- Presiden RI Susilo Bambang Yudhoyono meresmikan KA Bandara pertama di Indonesia di Bandara Internasional Kualanamu, Sumatera Utara. / President of RI, Susilo Bambang Yudhoyono inaugurated the first Airport Train in Indonesia at Kualanamu International Airport, North Sumatera.
- Peluncuran aplikasi KAI Access. / The launching of KAI Access application.

2015

13 Maret / March 13

Peluncuran *vending machine* pembelian tiket kereta api dengan nama E-Kiosk.

The launching of train ticket purchase vending machine named E-Kiosk.



1945

28 September / December 28

Pekerja yang tergabung dalam Angkatan Moeda Kereta Api (AMKA) mengambil alih Perusahaan dari penguasaan Jepang.

Workers as member of Angkatan Moeda Kereta Api (AMKA) took over the Company from Japan Colonial Government.

1963

25 Mei / May 25

Pembentukan Perusahaan Negara Kereta Api (PNKA).

Establishment of Perusahaan Negara Kereta Api (PNKA)

1971

15 September / September 15

PNKA berganti status menjadi Perusahaan Jawatan Kereta Api (PJKA).

PNKA changed its status into Perusahaan Jawatan Kereta Api (PJKA).

1999

01 Oktober / October 1

Perumka berganti status menjadi PT Kereta Api Indonesia (Persero).

Perumka changed its status into PT Kereta Api Indonesia (Persero)

1997

24 September / September 24

Perumka meluncurkan Kereta Api Argo Bromo Anggrek yang menandai pengoperasian kereta api kelas eksekutif.

Perumka launched Argo Bromo Anggrek Train and marked the executive-class train operations.

1991

02 Januari / January 2

PJKA berubah status menjadi Perusahaan Umum Kereta Api (Perumka).

PJKA changed its status into Perusahaan Umum Kereta Api (Perumka).



2016

Februari / February

Penerapan Sistem *Check-in & Boarding Pass*.

Implementation of Check-in & Boarding Pass System.

Juni / June

Pengoperasian Stasiun JICT Tanjung Priok.

Operations of JICT Station, Tanjung Priok.

04 Desember / December 4

Menjalankan Kereta Api Kertajaya Rangkaian Panjang yang merupakan Kereta Api Penumpang terpanjang dengan 14 kereta penumpang.

Operation of Kertajaya Train Long Rolling Stock as the longest Passenger Train with 14 passenger trains

13 Desember / December 13

KAI meluncurkan Rail Clinic, kereta kesehatan pertama di Indonesia.

KAI launched Rail Clinic, the first medical train in Indonesia.

Jejak Langkah
Milestone



2019

Desember	November	Mei	April
KAI operasikan Kereta Api Bandara Adi Soemarmo, Solo. KAI operated Adi Soemarmo Solo Airport train.	KAI mengumumkan rencananya untuk menerbitkan obligasi melalui Penawaran Umum Obligasi II Kereta Api Indonesia tahun 2019 senilai Rp2 triliun. KAI announced its plan to issue the bonds through Public Offering Bonds II Kereta Api Indonesia 2019 valued Rp2 trillion.	KAI operasikan Kereta Api Bandara New Yogyakarta Internasional Airport di Kulonprogo. KAI operated New Yogyakarta International Airport train at Kulonprogo.	KAI resmikan fasilitas <i>co-working space</i> di stasiun-stasiun besar dan lokomotif ber-AC. KAI officially announced the coworking space facilities in big train stations, and also announced the locomotive with air conditioner installed in it.



2020

Juni / June	Agustus / August	September / September	November / November
KAI berkolaborasi bersama Pemerintah Provinsi DKI Jakarta dan PT Mass Rapid Transit Jakarta (Perseroda) meresmikan 4 stasiun terpadu yaitu Stasiun Tanah Abang, Sudirman, Pasar Senen dan Juanda. KAI collaborated with Jakarta Provincial Government and PT Mass Rapid Transit Jakarta (Perseroda) inaugurated four integrated stations such as Tanah Abang, Sudirman, Pasar Senen, dan Juanda Station.	KAI menerapkan AKHLAK (Amanah, Kompeten, harmonis, Loyal, Adaptif dan Kolaboratif) sebagai nilai-nilai utama Perusahaan. KAI begin to implement AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as the company's main values.	- KAI berkolaborasi dengan PT Blue Bird Tbk meluncurkan layanan <i>Last Mile</i> atau transportasi lanjutan untuk pelanggan Kereta Api Jarak jauh dan pelanggan <i>Rail Express</i>. / KAI collaborated with PT Blue Bird Tbk launched Last Mile services or extended transportation for Long Distance Train's and Rail Express' customers. - KAI meluncurkan logo baru. / KAI launched the new logo. - KAI menerima <i>Safe Guard Label</i> SIBV. / KAI received the SIBV Safe Guard Label. - KAI meresmikan <i>Skybridge</i> Stasiun Bandung. / KAI inaugurated Bandung Station's Skybridge.	KAI menjadi BUMN pertama yang menerima investasi Pemerintah dalam rangka Pemulihan Ekonomi Nasional (IP-PEN) secara utuh sebesar Rp3,5 triliun sesuai dengan PMK 118 tanggal 31 Agustus 2020. KAI became the first SOE to receive Government Investment in the context of National Economic Recovery (IPPEN) in full amounting to Rp3.5 trillion in accordance with PMK 118 dated August 31st , 2020.

2018

01 Oktober / October 1

- Meluncurkan Kereta Api Bandara Minangkabau. / Launched Minangkabau Airport Train.
- Peluncuran Kereta Api Luxury Class Sleeper Train. / Launching of KA Luxury Class Sleeper Train.
- Pengoperasian LRT pertama di Indonesia, yaitu LRT Sumatera Selatan. / Operations of the first LRT in Indonesia, LRT South Sumatera.

Desember / December

KAI melakukan uji coba pengoperasian berpenumpang Kereta Api Bandara Soekarno-Hatta dengan tarif khusus.

KAI conducted trial with passengers for Soekarno Hatta Airport Train with special tariff.

2017

November / November

KAI resmi mencatatkan penerbitan Obligasi I PT Kereta Api Indonesia tahun 2017 senilai Rp2 triliun di Bursa Efek Indonesia.

KAI officially issued PT Kereta Api Indonesia Bonds I of 2017 valued Rp2 trillion at Indonesia Stock Exchange.



2021

Juni / June

- Sediakan vaksinasi Covid-19 gratis di stasiun. / Provided Free COVID-19 Vaccination at Stations
- Mengintegrasikan Aplikasi Peduli Lindungi dengan sistem *Boarding*. / Integrated Peduli Lindungi Application with Boarding System.

September

- KAI percepat waktu tempuh Kereta Api Argo Bromo Anggrek (Gambir-Surabaya Pasar Turi PP), Argo Wilis (Bandung-Surabaya Gubeng PP), Argo Lawu (Gambir-Solo Balapan PP), Argo Dwipangga (Gambir-Solo Balapan PP) dan Taksaka (Gambir-Yogyakarta PP). / KAI Accelerated Travel Time for Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Wilis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), and Taksaka (Gambir - Yogyakarta PP).
- KAI hadirkan *wifi* gratis dalam Kereta Api Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Wilis, Taksaka dan Argo Parahyangan. / KAI Presented Free Wifi on Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Wilis, Taksaka, and Argo Parahyangan Trains.
- KAI tambah layanan Live Cooking di atas Kereta Api Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka dan Argo Wilis. / KAI Added Live Cooking Service onboard Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka, and Argo Wilis trains.

Desember / December

KAI menandatangani *Letter of Commitment* penerimaan Penyertaan Modal Negara senilai Rp6,9 triliun.

KAI signed a Letter of Commitment to receive State Equity Participation worth Rp6.9 Trillion.

Jejak Langkah
Milestone



Desember / December	November / November	September / September
- KAI mengoperasikan Kereta Eksekutif dan Luxury New Generation pada rangkaian Kereta Api Argo Dwipangga dan Argo Lawu. / KAI operated the executive and Luxury New Generation trains on the Argo Dwipangga and Argo Lawu routes. - KAI telah melakukan implementasi solar panel di 40 stasiun dengan total kapasitas 1.072,5 kWp berkontribusi rata-rata sebesar 49,63% dari kebutuhan listrik bangunan, serta 2 Balai Yasa dengan total kapasitas 594,6 kWp berkontribusi rata-rata sebesar 39% dari kebutuhan listrik bangunan. / KAI implemented solar panels at 40 stations with a total capacity of 1,072.5 kWp, contributing an average of 49.63 percent of the building's electricity needs, as well as at 2 Balai Yasa with a total capacity of 594.6 kWp, contributing an average of 39 percent of the building's electricity needs.	KAI menghadirkan Kereta Makan bernuansa <i>Suit Class</i> yang dirangkaikan pada Kereta Api Bima relasi Gambir-Surabaya Gubeng. KAI introduced a Suite Class-themed Dining Car on the Bima Train route Gambir - Surabaya Gubeng.	KAI meluncurkan Kereta Api Ekonomi New Generation di Stasiun Pasar Senen. KAI launched the New Generation Economy Train at Pasar Senen Station.
		Oktober / October
		- KAI meresmikan Kereta Cepat Jakarta-Bandung (KCJB) Whoosh. / KAI inaugurated the Jakarta-Bandung High-Speed Rail (KCJB) "Whoosh". - KAI meresmikan Kereta <i>Suit Class</i> Compartment di Stasiun Gambir, Jakarta. / KAI inaugurated the Suite Class Compartment Train at Gambir Station, Jakarta.



2024

Januari / January	Februari / February	April / April	Agustus / August
KAI meluncurkan 3 KA baru yaitu KA Papandayan Garut-Gambir (PP), KA Pangandaran Banjar-Gambir (PP), dan KA Malabar Bandung-Malang (PP) KAI launched 3 new trains, namely the Papandayan Garut-Gambir train (PP), the Pangandaran Banjar-Gambir train (PP), and the Malabar Bandung-Malang train (PP).	Tingkatkan Daya Angkut, KAI Tanda Tangan Kontrak Kerja Sama Pengadaan Lokomotif dengan Progress Rail (Anak Perusahaan Caterpillar) Increase Carrying Capacity, KAI Signed Cooperation Contract for Locomotive Procurement with Progress Rail (Caterpillar Subsidiary)	KAI Sukses Antarkan 848 Ribu Penumpang KA Jarak Jauh pada Mudik Lebaran 2024. KAI Successfully Delivered 848 Thousand Long-Distance Train Passengers for 2024 Eid Homecoming.	- KAI menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024. / KAI Issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II in 2024. - Jelang HUT RI Ke-79, Masinis Indonesia Telah Berhasil Operasikan Woosh dengan Kecepatan 350 Km/Jam. / Ahead of the 79th Anniversary of the Republic of Indonesia, Indonesian Train Drivers Have Successfully Operated Woosh at a Speed of 350 Km/Hour. - KAI Masuk 19 BUMN Berpendapatan Terbesar Versi Fortune Indonesia. / KAI Entered the 19 State-Owned Enterprises with the Largest Revenues According to Fortune Indonesia.
	Maret / March	Mei / May	
	- KAI Raih Penghargaan Best Crisis Handling BUMN dari Menteri BUMN pada BCOMSS 2024 / KAI Received the Best Crisis Handling BUMN Award from the Minister of State-Owned Enterprises at BCOMSS 2024. - KAI Raih Penghargaan Perusahaan BUMN dengan Inovasi Bisnis Perusahaan Terbaik dan Strategi Pertumbuhan Perusahaan Terbaik. / KAI Received the SOE Award with the Best Corporate Business Innovation and the Best Corporate Growth Strategy.	KAI Hadirkan <i>Amazing Trip Experience, Travel with The Stars</i>. KAI Presented Amazing Trip Experience, Travel With The Stars.	
		Juli / July	
		KAI Dukung Program Kementerian ESDM Uji Coba Penerapan B40 untuk Kereta Api. KAI Supported Ministry of Energy and Mineral Resources Program to the Trial of B40 Implementation for Trains.	

2023

2022

Agustus / August

- KAI menggelar *grand launching* aplikasi "Access by KAI" berupa atau peningkatan kinerja aplikasi pemesanan tiket kereta api yang sebelumnya bernama "KAI Access". / KAI held the grand launch of the "Access by KAI" application, which is an upgrade of the previous ticket booking application "KAI Access".
- LRT Jabodetabek mulai melayani masyarakat di 18 stasiun. / The Jabodebek LRT began serving the public at 18 stations.

Juni / June

KAI menambah 5 kereta api baru mulai 01 Juni 2023.

KAI added 5 new trains starting from June 1, 2023.

Juli / July

KAI melakukan *groundbreaking* pembangunan Terminal Bongkar Batu Bara Kramasan.

KAI conducted the groundbreaking ceremony for the construction of the Kramasan Coal Unloading Terminal.

Februari

KAI bekerja sama dengan Ditjen Dukcapil untuk verifikasi pelanggan kereta api.

KAI cooperates with the Directorate General of Population and Civil Registration (Ditjen Dukcapil) to verify railroad customers.

Maret

Jalur Kereta Api Garut-Cibatu kembali beroperasi.

Garut-Cibatu Railway Returned to Operation.

Januari / January

KAI telah melayani 1.613 pelanggan pada masa *soft launching* sejak 24 Desember 2022.

PT Kereta Api Indonesia (Persero) has served 1,613 customers during the soft launching period since December 24, 2022.



September

- Dukung Pentingnya Employee Well-Being, Dirut KAI Resmikan Rail Kids Daycare. / Supported the Importance of Employee Well-Being, KAI President Director Inaugurated Rail Kids Daycare.

Oktober / October

- KAI Cetak Dua Rekor MURI pada Rangkaian Perayaan HUT ke-79 / KAI Set Two MURI Records in Series of the 79th Anniversary Celebrations.
- KAI Raih Penghargaan dari Komnas Perempuan sebagai Komitmen Hadirkan Ruang Aman / KAI Received Award from National Commission on Violence Against Women as Commitment to Providing Safe Space.

November / November

- KAI Hadirkan KA BIAS Madiun Melayani Masyarakat di Relasi Bandara Adi Soemarmo-Madiun/PP. / KAI Presented BIAS Madiun Train Serving the Community in the Adi Soemarmo-Madiun Airport/PP Connection.
- KAI menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024. / KAI Issued Sukuk through the Continuous Public Offering (PUB) mechanism for Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II in 2024.
- LRT Jabodetabek Terapkan Sistem Cuci Kereta Otomatis dengan Teknologi Canggih dan Ramah Lingkungan. / Jabodebek LRT Implemented an Automatic Train Washing System with Advanced and Environmentally Friendly Technology.
- KAI Hadirkan *Drinking Water Station* di 23 Stasiun untuk Dukung Pencapaian. / KAI Presented Drinking Water Stations at 23 Stations to Support Achievements.

Desember / December

- KAI dan Bank Indonesia (BI) resmi menandatangani Perjanjian Jasa Pengangkutan Barang Berharga Milik Negara (BBMN). / KAI and Bank Indonesia (BI) signed State-Owned Valuable Goods (BBMN)
- KAI meluncurkan fitur terbaru bernama *Carbon Footprint* yang dapat diakses melalui aplikasi Access by KAI. Fitur *Carbon Footprint*. / KAI launched a new feature called Carbon Footprint which can be accessed via the Access by KAI application.
- KAI Raih Skor ESG 41, Komitmen dalam Menghadirkan Ekosistem Transportasi Berkelanjutan / KAI Achieved the ESG Score of 41, Commitment to Presenting a Sustainable Transportation Ecosystem.



Kilas Kinerja 2024

2024 Performance Highlight





Pencapaian Kinerja KAI 2024

KAI 2024 Performance Highlights



Aset
Assets

Rp97,10 triliun / trillion

Meningkat sebesar 19% dari tahun 2023 sebesar Rp81,37 triliun.

Increased by 19% compared to 2023 at Rp81.37 trillion.



Ekuitas
Equity

Rp35,32 triliun / trillion

Meningkat sebesar 14% dari tahun 2023 sebesar Rp30,91 triliun.

Increased by 14% compared to 2023 at Rp30.91 trillion.



Pendapatan
Revenue

Rp36,11 triliun / trillion

Meningkat sebesar 3% dari tahun 2023 sebesar Rp35,11 triliun.

Increased by 3% compared to 2023 at Rp35.11trillion.



EBITDA
EBITDA

Rp7,76 triliun / trillion

Meningkat sebesar 50% dari tahun 2023 sebesar Rp5,18 triliun.

Increased by 50% compared to 2023 at Rp5.18 trillion.



Angkutan Penumpang
Passenger Transportation

453.343.189

orang / Passenger

Meningkat sebesar 17% dari tahun 2023 sebanyak 388.776.604 orang.

Increased by 17% compared to 2023 at 388,776,604 people.



Angkutan Barang
Freight Transportation

69.201.670 ton / tons

Meningkat sebesar 9% dari tahun 2023 sebanyak 63.694.966 ton.

Increased by 9% compared to 2023 at 63,694,966 tons.



Ikhtisar Data Keuangan Penting

Key Financial Data Highlights

Dalam ribuan rupiah (kecuali dinyatakan lain)

In thousands of Rupiah (unless otherwise stated)

Uraian / Description	2024	2023	2022	2021	2020
Aset / Assets					
Aset Lancar / Current Assets	16.825.576.357	13.023.841.719	15.337.947.951	9.706.861.516	9.164.500.411
Aset Tidak Lancar / Non-Current Assets	80.273.549.515	68.350.471.654	56.243.281.772	53.062.145.256	44.042.568.691
Jumlah Aset / Total Assets	97.099.125.872	81.374.313.373	71.581.229.723	62.768.826.772	53.207.069.002
Liabilitas dan Ekuitas / Liabilities and Equity					
Liabilitas Jangka Pendek / Current Liabilities	16.545.939.502	17.921.316.180	9.958.123.860	9.574.299.758	9.281.616.345
Liabilitas Jangka Panjang / Non-Current Liabilities	45.228.523.897	32.546.859.952	32.542.921.558	29.782.786.689	26.885.473.155
Liabilitas / Liabilities	61.774.463.399	50.468.176.132	42.501.045.418	39.357.086.447	36.167.089.500
Ekuitas / Equity	35.324.662.473	30.906.137.241	29.080.184.305	23.411.740.325	17.039.979.502
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	97.099.125.872	81.374.313.373	71.581.229.723	62.768.826.772	53.207.069.002
Laba (Rugi) dan Penghasilan Komprehensif Konsolidasian Lain-Lain / Profit (Loss) and Other Comprehensive Income					
Pendapatan / Revenue	36.108.216.958	35.106.535.574	25.577.639.010	17.916.775.924	18.074.850.763
Beban Pokok Pendapatan / Cost of Revenue	(23.273.515.654)	(27.018.520.240)	(18.540.861.021)	(15.149.306.550)	(16.910.622.755)
Laba Bruto / Gross Profit	12.834.701.304	8.088.015.334	7.036.777.989	2.767.469.374	1.164.228.008
Beban Usaha / Operating Expenses	(5.233.308.116)	(4.227.212.786)	(3.664.532.070)	(2.543.050.490)	(2.171.302.002)
Laba (Rugi) Usaha / Operating Profit (Loss)	7.601.393.188	3.860.802.548	3.372.245.919	224.418.884	1.007.074.012
Laba (Rugi) Sebelum Pajak / Profit (Loss) Before Tax	3.310.109.016	2.247.487.167	2.210.588.300	(546.980.526)	(2.220.294.791)
Manfaat (Beban) Pajak Penghasilan - Neto / Income Tax Benefit (Expense) - Net	(1.087.526.256)	(375.939.030)	(524.599.080)	121.784.883	484.057.029
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	2.222.582.760	1.871.548.137	1.685.989.220	(425.195.643)	(1.736.237.692)
Jumlah Laba (Rugi) Komprehensif / Total Comprehensive Profit (Loss)	2.419.095.270	1.826.401.401	2.266.829.770	(547.800.413)	(2.847.961.917)
Jumlah Laba (Rugi) Tahun Berjalan yang Diatribusikan kepada: / Profit (Loss) and Other Comprehensive Income					
Pemilik Entitas Induk / Owner of Parent Entity	2.211.973.665	1.873.921.301	1.782.040.477	(362.460.073)	(1.691.730.010)
Kepentingan Non-Pengendali / Non-Controlling Interest	10.609.095	(2.373.164)	(96.051.257)	(62.735.570)	(44.507.682)
Jumlah Laba (Rugi) Komprehensif Tahun Berjalan yang Diatribusikan kepada: / Total Comprehensive Profit (Loss) for the Year Attributable to:					
Pemilik Entitas Induk / Owner of Parent Entity	2.408.305.491	1.828.945.530	2.362.914.534	(485.036.924)	(2.803.523.568)
Kepentingan Non-Pengendali / Non-Controlling Interest	10.789.779	(2.544.129)	(96.084.757)	(62.763.959)	(44.438.349)
Laba (Rugi) per Saham Dasar / Basic Earnings (Loss) per Share	99	84	93	(29)	(138)

Ikhtisar Data Keuangan Penting
Key Financial Data Highlights

Uraian / Description	2024	2023	2022	2021	2020
Rasio Keuangan (%) / Financial Ratio (%)					
Return on Equity (ROE)	12,35	11,82	11,92	(3,10)	(170,61)
Return on Investment (ROI)	9,46	7,58	7,64	3,21	(1,08)
Return on Asset (ROA)	2,28	2,30	2,49	(0,58)	(3,18)
Rasio Kas / Cash Ratio	29,77	28,67	57,20	39,78	71,21
Rasio Lancar / Current Ratio	101,69	72,67	154,02	101,38	98,74
Collection Period (hari) / Collection Period (day)	26,08	24,58	22,35	25,27	11,39
Perputaran Persediaan (hari) / Inventory Turnover (day)	12,41	20,09	18,20	21,01	23,10
Perputaran Total Aset (%) / Total Asset Turnover (%)	41,49	40,59	38,34	30,81	39,67
EBITDA Margin	21,59	18,64	19,74	10,5	(3,6)
Rasio Pinjaman terhadap Ekuitas (%) / Debt to Equity Ratio (%)	123,92	99,91	102,23	117,85	148,7
Rasio Liabilitas terhadap Total Aset (%) / Liabilities to Total Assets Ratio (%)	63,62	62,02	59,37	62,70	67,97
Rasio Laba (Rugi) terhadap Pendapatan (%) / Profit (Loss) to Income Ratio (%)	6,16	6,75	7,76	(2,33)	(11,74)

IKHTISAR OPERASIONAL

OPERATIONAL HIGHLIGHTS

Dalam ribuan rupiah (kecuali dinyatakan lain)

In thousands of Rupiah (unless otherwise stated)

Uraian / Description	2024	2023	2022	2021	2020
Jasa Angkutan / Transport Service					
Angkutan Penumpang (Orang) / Passenger Transport (Person)	453.343.189	388.776.604	284.448.804	154.537.582	186.832.349
Angkutan Barang (Ton) / Freight (Ton)	69.201.670	63.694.966	58.006.880	50.261.778	45.125.346
Pendukung Angkutan KA (Rp Ribuan) / KA Transport Support (Rp Thousand)	1.014.839.810	869.775.827	713.611.038	686.715.439	661.780.925
Non-Angkutan (Rp Ribuan) / Non-Transport Services (Rp Thousand)	1.900.481.476	1.780.153.295	1.575.688.038	1.138.798.353	1.163.317.509
Kompensasi Pemerintah (Rp Ribuan) / Government Compensation (Rp Thousand)	8.291.362.639	3.526.469.925	3.880.245.033	3.907.491.084	3.422.301.613
Konstruksi (Rp Ribuan) / Construction (Rp Thousand)	181.807.049	7.342.248.533	2.610.567.346	2.387.245.804	3.661.476.790

Informasi Harga Saham

Information on Share Price

Hingga 31 Desember 2024, KAI belum menjadi perusahaan yang mencatatkan sahamnya di bursa saham. Dengan demikian, tidak terdapat informasi harga saham, kapitalisasi pasar saham, dan volume perdagangan saham.

As of December 31, 2024, KAI has not yet listed its shares on the stock exchange. Therefore, there is no available information regarding stock prices, market capitalization, or trading volume.

Modal ditempatkan dan disetor penuh di tahun 2024 dan 2023 adalah sebanyak 22.368.743 lembar saham dan 22.368.743 lembar saham dengan nilai nominal Rp1.000.000,- per saham, sehingga total modal ditempatkan dan disetor penuh sejumlah Rp22.368.743.000.000 dan Rp22.368.743.000.000,-. Informasi modal saham Perseroan dalam 2 (dua) tahun terakhir adalah sebagai berikut:

The issued and fully paid-up capital for 2024 and 2023 was 22,368,743 shares and 22,368,743 shares, with a nominal value of Rp1,000,000 per share. Therefore, the total issued and fully paid-up capital is Rp22,368,743,000,000 and Rp22,368,743,000,000. Below is information on the Company's share capital over the last 2 (two) years:

Saham Perseroan

Company Shares

Uraian / Description	2024	2023
Modal Saham Nilai Nominal Rp1.000.000,- per Saham / Nominal Value Share Capital Rp1,000,000 per Share	22.368.743	22.368.743
Modal Dasar Sebesar 40.000.000 Saham / Authorized Capital 40,000,000 Shares	40.000.000	40.000.000
Modal Ditempatkan dan Disetor Penuh (lembar saham) / Issued and Fully Paid-Up Capital (shares)	22.368.743	22.368.743

AKSI KORPORASI

Di tahun 2024, tidak terdapat aksi korporasi yang dilakukan oleh Perseroan. Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

CORPORATE ACTIONS

In 2024, no corporate actions were conducted by the Company. Therefore, the information is not presented in the Annual Report for the 2024 fiscal year.

Informasi Obligasi, Sukuk, dan/atau Obligasi Konversi

Information on Bonds, Sukuk, and/or Convertible Bonds

INFORMASI OBLIGASI

Perseroan menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp700.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024

Pada tanggal 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp1.500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai surat BEI No. S-12133/BEI.PP3/11-2024.

INFORMASI SUKUK

Perseroan menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp300.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

INFORMATION ON BONDS

The Company issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp700,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company obtained an effective statement letter from the Financial Services Authority (OJK) No. S-153/D.04/2024 on the Continuous Public Offering (PUB) of Continuous Bonds II of Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp1,500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX letter No. S-12133/BEI.PP3/11-2024.

INFORMATION ON SUKUK

The Company issued Sukuk through the Continuous Public Offering (PUB) mechanism of Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp300,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.



Informasi Obligasi, Sukuk, dan/atau Obligasi Konversi *Information on Bonds, Sukuk, and/or Convertible Bonds*

Pada 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) Nomor: S-153/D.04/2024 atas penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai Surat BEI No. S-12133/BEI.PP3/11-2024

INFORMASI OBLIGASI KONVERSI

Hingga 31 Desember 2024, Perseroan tidak pernah menerbitkan obligasi konversi. Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

INFORMASI SUMBER PENDANAAN LAINNYA

Hingga 31 Desember 2024, Perseroan tidak memiliki sumber pendanaan lainnya (selain yang telah disajikan di atas). Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

On November 13, 2024, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-153/D.04/2024 regarding the Continuous Public Offering (PUB) of Continuous Sukuk Ijarah II Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX Letter No. S-12133/BEI.PP3/11-2024.

INFORMATION ON CONVERTIBLE BONDS

As of December 31, 2024, the Company has never issued convertible bonds. Therefore, such information is not available in the Annual Report for the 2024 fiscal year.

INFORMATION ON OTHER FUNDING SOURCES

As of December 31, 2024, the Company did not have any other funding sources other than those already presented. Therefore, such information is not available in the Annual Report for the 2024 fiscal year.



Peristiwa Penting

Significant Events



Rabu, 10 Januari 2024 / Wednesday, January 10, 2024

Sukseskan Gerakan Satu Juta Pohon, KAI Tanam Pohon dan Hijaukan Stasiun Serentak di Berbagai Daerah

PT Kereta Api Indonesia (Persero) turut menyukseskan program Hari Gerakan Satu Juta Pohon dengan melakukan penanaman pohon serentak pada Rabu 10 Januari 2024 di berbagai wilayah kerjanya yang mencakup Daerah Operasi, Divisi Regional, Balai Yasa, dan Anak Perusahaan. Penanaman pohon secara serentak ini juga merupakan salah satu bagian dari Tanggung Jawab Sosial dan Lingkungan KAI melalui program KAI Go Green.

Success of One Million Trees Movement, KAI Plants Trees and Conducts Station Afforestation Simultaneously in Various Regions

PT Kereta Api Indonesia (Persero) also contributed to the success of the One Million Tree Movement Day program by simultaneously planting trees on Wednesday, January 10, 2024, in various work areas covering Operational Areas, Regional Divisions, Railway Workshops, and Subsidiaries. This simultaneous tree planting is also part of KAI's Social and Environmental Responsibility through the KAI Go Green.



Rabu, 24 Januari 2024 / Wednesday, January 24, 2024

Tingkatkan Layanan, KAI Luncurkan 3 KA Baru

PT Kereta Api Indonesia (Persero) meluncurkan 3 KA baru yaitu KA Papandayan relasi Garut-Gambir (PP), KA Pangandaran relasi Banjar-Gambir (PP), dan KA Malabar keberangkatan pagi hari relasi Bandung-Malang (PP) pada Rabu tanggal 24 Januari 2024.

Improve Services, KAI Launches 3 New Trains

PT Kereta Api Indonesia (Persero) launched 3 new trains, namely the Papandayan train for the Garut-Gambir (PP) route, the Pangandaran train for the Banjar-Gambir (PP) route, and the Malabar train for morning departures for the Bandung-Malang (PP) route on Wednesday, January 24, 2024.



Kamis, 15 Februari 2024 / Thursday, February 15, 2024

Tingkatkan Daya Angkut, KAI Tanda Tangan Kontrak Kerja Sama Pengadaan Lokomotif dengan Progress Rail (Anak Perusahaan Caterpillar)

PT Kereta Api Indonesia (Persero) atau KAI bersama Progress Rail (anak perusahaan Caterpillar) yang berasal dari Amerika Serikat (AS), menandatangani kontrak kerja sama pengadaan 54 lokomotif.

Increase Carrying Capacity, KAI Signs Cooperation Contract for Locomotive Procurement with Progress Rail (Caterpillar Subsidiary)

PT Kereta Api Indonesia (Persero) or KAI together with Progress Rail (a subsidiary of Caterpillar) from the United States (US), signed a cooperation contract for the procurement of 54 locomotives.



Minggu, 25 Februari 2024 / Sunday, February 25, 2024

Edukasi Tentang Perkeretaapian, KAI Hadirkan Pengalaman Travelling By Train Bagi Anak-anak di KidZania Surabaya

PT Kereta Api Indonesia (Persero) bersama KidZania Surabaya menghadirkan "KAI City Tour Tram" sebagai salah satu sumber edukasi yang bermanfaat bagi anak-anak. Adanya "KAI City Tour Tram" dapat menjadi tempat bermain dan juga tempat belajar bagaimana cara menggunakan kendaraan umum kereta api serta menambah pengalaman serta pengetahuan anak terkait profesi yang berhubungan dengan kereta api.

Education About Railways, KAI Presents Travelling By Train Experience for Children at KidZania Surabaya

PT Kereta Api Indonesia (Persero) together with KidZania Surabaya presents "KAI City Tour Tram" as one of the useful educational sources for children. The presence of "KAI City Tour Tram" can be a place to both play and learn how to use public transportation trains as well as increase children's experience and knowledge related to professions related to trains.

Peristiwa Penting Significant Events



26

Senin, 26 Februari 2024 / Monday, February 26, 2024

Peringati Hari Kanker Anak Sedunia, KAI Ajak Anak Pejuang Kanker Bertualang
PT Kereta Api Indonesia (Persero) bersama Yayasan Kasih Anak Kanker Indonesia (YKAKI) Cabang Bandung menyelenggarakan acara menarik yang bertajuk "Langkah Kasih Petualangan Kereta Api Bersama YKAKI" di Stasiun Bandung pada Senin (26/2). Acara ini digelar dalam rangka memperingati Hari Kanker Anak Sedunia yang jatuh pada tanggal 15 Februari.

Commemorate World Childhood Cancer Day, KAI Invites Children with Cancer on an Adventure

PT Kereta Api Indonesia (Persero) together with the Indonesian Cancer Child Love Foundation (YKAKI) Bandung Branch held an interesting event called "Langkah Kasih Kereta Adventure with YKAKI" at Bandung Station on Monday (26/2). This event was held to commemorate World Childhood Cancer Day, which falls on February 15.



05

Selasa, 5 Maret 2024 / Tuesday, March 5, 2024

Pergantian Komisaris dan Direksi PT Kereta Api Indonesia (Persero)

Perubahan Direksi dan Komisaris PT KAI berdasarkan pada Surat Keputusan Menteri BUMN SK-61/MBU/03/2024 tanggal 5 Maret 2024. Dalam perombakan ini, Elen Setiadi sebagai Komisaris PT KAI. Kemudian mengangkat Dadan Rudiansyah sebagai Direktur Keselamatan dan Keamanan PT KAI serta Rosma Handayani sebagai Direktur SDM dan Umum PT KAI. Selain itu, Kementerian BUMN memberhentikan dengan hormat Riza Primadi sebagai Komisaris Independen KAI, Sandry Pasambuna sebagai Direktur Keselamatan dan Keamanan KAI, dan Suparno sebagai Direktur SDM dan Umum KAI.

Change of Commissioners and Directors of PT Kereta Api Indonesia (Persero)

The change of the Directors and Commissioners of PT KAI is based on the Decree of the Minister of SOEs SK-61/MBU/03/2024 dated March 5, 2024. In this reshuffle, Elen Setiadi was appointed as Commissioner of PT KAI. Then Dadan Rudiansyah was appointed as Managing Director of Safety and Security of PT KAI and Rosma Handayani as Managing Director of Human Capital and General Affairs of PT KAI. In addition, the Ministry of State-Owned Enterprises honorably dismissed Riza Primadi as Independent Commissioner of KAI, Sandry Pasambuna as Managing Director of Safety and Security of KAI, and Suparno as Managing Director of Human Capital and General Affairs of KAI.



07

Kamis, 7 Maret 2024 / Thursday, March 7, 2024

Pastikan Keandalan Lokomotif, KAI Tanda Tangan Perjanjian Jangka Panjang dengan Perusahaan Manufaktur AS

PT Kereta Api Indonesia (Persero) bersama Wabtec Corporation System, LLC (perusahaan manufaktur asal Amerika Serikat) dan PT Imeco Inter Sarana menandatangani kontrak Long Term Parts Agreement (LTPA) atau perjanjian jangka panjang pengadaan suku cadang untuk perawatan lokomotif CC201/CC203/CC204 dan BB203 secara multi years sejak tahun 2025 sampai dengan 2030

Ensure Locomotive Reliability, KAI Signs Long-Term Agreement with US Manufacturing Company

PT Kereta Api Indonesia (Persero) together with Wabtec Corporation System, LLC (a manufacturing company from the United States) and PT Imeco Inter Sarana signed a Long-Term Parts Agreement (LTPA) for the procurement of spare parts for the maintenance of CC201/CC203/CC204 and BB203 locomotives on a multi-year basis from 2025 to 2030.



08

Jumat, 8 Maret 2024 / Friday, March 8, 2024

KAI Raih Penghargaan Best Crisis Handling BUMN dari Menteri BUMN pada BCOMSS 2024

PT Kereta Api Indonesia (KAI) (Persero) memborong penghargaan dalam ajang BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2024 yang digelar Kementerian BUMN. KAI meraih penghargaan kategori 'Best Crisis Handling BUMN' dan pemenang kedua 'Individual Social Media Ranger Activation' atas nama Nurul Wulandari.

KAI Receives Best Crisis Handling BUMN Award from the Minister of State-Owned Enterprises at BCOMSS 2024

PT Kereta Api Indonesia (KAI) (Persero) received awards at the BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2024 held by the Ministry of State-Owned Enterprises. KAI received the award for the 'Best Crisis Handling BUMN' category and the second winner for 'Individual Social Media Ranger Activation' on behalf of Nurul Wulandari.

Peristiwa Penting Significant Events



Kamis, 14 Maret 2024 / Thursday, March 14, 2024

KAI Raih Penghargaan Perusahaan BUMN dengan Inovasi Bisnis Perusahaan Terbaik dan Strategi Pertumbuhan Perusahaan Terbaik

PT Kereta Api Indonesia (Persero) berhasil mendapatkan penghargaan sebagai Terbaik Pertama Perusahaan BUMN dengan kategori "Inovasi Bisnis Perusahaan Terbaik" dan Terbaik Kedua Perusahaan BUMN dengan kategori "Strategi Pertumbuhan Perusahaan Terbaik" dalam ajang Anugerah BUMN 2024 yang digelar BUMN Track.

KAI Wins BUMN Company Award with Best Corporate Business Innovation and Best Corporate Growth Strategy

PT Kereta Api Indonesia (Persero) successfully won the award as the First Best BUMN Company with the category of "Best Corporate Business Innovation" and the Second Best BUMN Company with the category of "Best Corporate Growth Strategy" in the 2024 BUMN Awards held by BUMN Track.



Senin, 18 Maret 2024 / Monday, March 18, 2024

Dukung Kemenhub, KAI Berkomitmen Hadirkan Angkutan Lebaran sesuai Slogan "Mudik Ceria, Penuh Makna"

PT Kereta Api Indonesia (Persero) menghadirkan Angkutan Lebaran Tahun 2024 sesuai dengan slogan Kementerian Perhubungan slogan "Mudik Ceria, Penuh Makna".

Support Ministry of Transportation, KAI Commits to Presenting Eid Transportation in Accordance with the "Cheerful Homecoming, Full of Meaning" Slogan

PT Kereta Api Indonesia (Persero) presents the 2024 Eid Transportation in accordance with the slogan of the Ministry of Transportation, "Cheerful Homecoming, Full of Meaning".



Sabtu, 6 April 2024 / Saturday, April 6, 2024

Dirut KAI Berikan Apresiasi kepada Pelanggan Kereta Suite Class Compartment dengan Hijab Buttonscarves

KAI bekerja sama dengan brand hijab Buttonscarves membagikan hijab gratis bagi penumpang Kereta Suite Class Compartment KA Bima dan KA Argo Semeru serta beberapa KA Luxury keberangkatan 5-9 April 2024.

KAI President Director Gives Appreciation to Suite Class Compartment Train Customers with Buttonscarves Hijab

KAI in collaboration with the Buttonscarves hijab brand distributed free hijabs for Suite Class Compartment Train passengers of the Bima and Argo Semeru trains as well as several Luxury trains departing April 5-9, 2024.



Selasa, 9 April 2024 / Tuesday, April 9, 2024

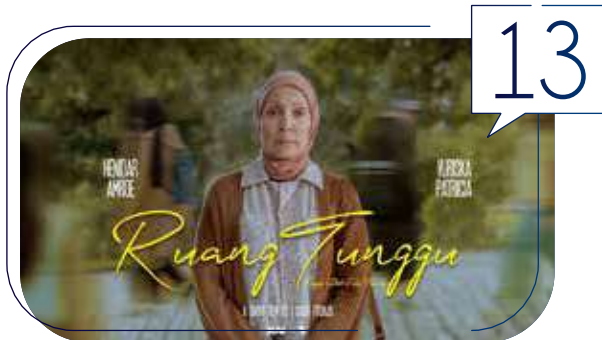
Mudik Lebaran, KAI Sukses Antarkan 848 Ribu Penumpang KA Jarak Jauh

PT Kereta Api Indonesia (Persero) mencatat telah terdapat 848.344 penumpang KA jarak jauh atau rata-rata 169.668 penumpang per hari pada masa puncak mudik tanggal 5 s.d 9 April 2024. Angka tersebut mencapai 113% dari total tempat duduk yang disediakan sebanyak 750.592 tempat duduk (persentase melebihi 100% merupakan angka okupansi dinamis dimana terdapat penumpang yang turun-naik di stasiun antara stasiun awal dengan stasiun tujuan).

Eid Homecoming, KAI Successfully Transports 848 Thousand Long-Distance Train Passengers

PT Kereta Api Indonesia (Persero) noted that there were 848,344 long-distance train passengers or an average of 169,668 passengers per day during the peak homecoming period from April 5 to 9, 2024. This figure reached 113% of the total seats provided of 750,592 seats (the percentage exceeding 100% is the dynamic occupancy figure where there were passengers getting on and off at stations between the starting station and the destination station).

Peristiwa Penting Significant Events



13

Sabtu, 13 April 2024 / Saturday, April 13, 2024

Momen Mudik, KAI Luncurkan Film Berjudul "Ruang Tunggu"

PT Kereta Api Indonesia (Persero) meluncurkan film berjudul "Ruang Tunggu". Film pendek garapan rumah produksi PT Visualkan Kreasi Indonesia tersebut mendeskripsikan keterikatan antara masyarakat terhadap moda transportasi kereta api di Indonesia yang begitu mendalam. Film Ruang Tunggu adalah prequel film pendek berjudul "Pulang" yang diproduksi KAI pada tahun 2023 dan menjadi Film Terbaik pada Festival Film TVRI Jawa Barat.

Homecoming Moment, KAI Launches Film Titled "Ruang Tunggu"

PT Kereta Api Indonesia (Persero) launched a film titled "Ruang Tunggu". The short film produced by the production house PT Visualkan Kreasi Indonesia describes the deep attachment between the community and the train transportation mode in Indonesia. The film Ruang Tunggu is a prequel to the short film titled "Pulang" produced by KAI in 2023 and became the Best Film at the West Java TVRI Film Festival.



15

Senin, 15 April 2024 / Monday, April 15, 2024

KAI Gelar Promo "Mudik Belakangan Ekstra Hemat", Naik KA Cuma Bayar 80%

PT Kereta Api Indonesia (Persero) menyediakan promo Mudik Belakangan Ekstra Hemat, di mana pelanggan dapat membeli tiket mudik dari Stasiun Gambir dan Pasarsenen ke sejumlah daerah dengan cukup membayar dengan tarif 80% saja.

KAI Holds "Mudik Belakangan Ekstra Hemat" Promo, Take the Train and Only Pay 80%

PT Kereta Api Indonesia (Persero) provides a Mudik Belakangan Ekstra Hemat (Travel Back to Hometown Later for Extra Savings) promo, where customers can buy homecoming tickets from Gambir and Pasarsenen Stations to a number of areas by only paying 80% of the fare.



20

Sabtu, 20 April 2024 / Saturday, April 20, 2024

KAI Gelar Rekrutmen Program Management Trainee Tahun 2024, Pendaftaran Dibuka Hingga 22 April 2024

PT Kereta Api Indonesia (Persero) bekerja sama dengan PT Dayalima Recruitment saat ini sedang membuka rekrutmen untuk program Management Trainee Tahun 2024. Pendaftaran mulai 17-22 April 2024.

KAI Holds Recruitment for Management Trainee Program in 2024, Registration Open Until April 22, 2024

PT Kereta Api Indonesia (Persero) in collaboration with PT Dayalima Recruitment is currently opening recruitment for the Management Trainee program in 2024. Registration starts from April 17-22, 2024.



22

Senin, 22 April 2024 / Monday, April 23, 2024

KAI Gelar Promo Bursa Pariwisata, Dapatkan Tiket Kereta dengan Diskon 20%

PT Kereta Api Indonesia (Persero) menyediakan promo Bursa Pariwisata, dimana pelanggan dapat membeli tiket kereta api dari Surabaya dan Malang ke sejumlah daerah dengan potongan harga tiket 20%.

KAI Holds Tourism Exchange Promo, Get Train Tickets with 20% Discount

PT Kereta Api Indonesia (Persero) provides a Tourism Exchange promo, where customers can buy train tickets from Surabaya and Malang to several areas with a 20% discount on tickets.

Peristiwa Penting Significant Events



13

Senin, 13 Mei 2024 / Monday, May 13, 2024

KAI Hadirkan Amazing Trip Experience, Travel with The Stars

PT Kereta Api Indonesia (Persero) akan menggelar Amazing Trip Experience, Travel with The Stars, yakni penampilan musisi nasional yang akan menghibur penumpang di atas KA Argo Wilis dari Bandung menuju Yogyakarta pada Senin (13/5). Para musisi yang akan tampil merupakan musisi Star Media Nusantara yaitu Yogie Nandes, Alvin Jo, Mark Natama, Samuel Cipta, Nuca, Anggis Devaki, Rimar, Novia Bachmid, Mirabeth, Syarla Marz, dan Agatha Chelsea.

KAI Presents Amazing Trip Experience, Travel with The Stars

PT Kereta Api Indonesia (Persero) will hold Amazing Trip Experience, Travel with The Stars, which is a performance by national musicians who will entertain passengers on the Argo Wilis train from Bandung to Yogyakarta on Monday (13/5). The musicians who will perform are Star Media Nusantara musicians, namely Yogie Nandes, Alvin Jo, Mark Natama, Samuel Cipta, Nuca, Anggis Devaki, Rimar, Novia Bachmid, Mirabeth, Syarla Marz, and Agatha Chelsea.



29

Rabu, 29 Mei 2024 / Wednesday, May 29, 2024

KAI Meriahkan Festival Jelajah Kuliner Nusantara dengan Hadirkan UMKM Binaan serta Diskon Tiket KA

PT Kereta Api Indonesia (Persero) berkolaborasi dengan Kementerian BUMN serta sejumlah BUMN lain menggelar "Jelajah Kuliner Nusantara". Acara ini digelar di dua lokasi, yakni Kota Bandung dan Kota Medan.

KAI Enlivens the Nusantara Culinary Exploration Festival by Presenting Fostered MSMEs and Train Ticket Discounts

PT Kereta Api Indonesia (Persero) collaborated with the Ministry of State-Owned Enterprises and several other SOEs to hold the "Nusantara Culinary Exploration" event, which was held in two cities, namely Bandung and Medan.



03

Senin, 3 Juni 2024 / Monday, June 3, 2024

Selenggarakan Travelling by Train 2024, KAI Ajak Influencer Promosikan Kereta Api

PT Kereta Api Indonesia (Persero) mengadakan event Travelling by Train di Pangandaran selama 3 hari mulai 3-5 Juni 2024. Selama perjalanan para peserta menggunakan KA Pangandaran Panoramic dari Stasiun Gambir menuju Stasiun Banjar dan sebaliknya.

Organize Travelling by Train 2024, KAI Invites Influencers to Promote Trains

PT Kereta Api Indonesia (Persero) is holding a Travelling by Train event in Pangandaran for 3 days starting from June 3-5, 2024. During the trip, participants will use the Pangandaran Panoramic Train from Gambir Station to Banjar Station and vice versa.



07

Jumat, 7 Juni 2024 / Friday, June 7, 2024

Kolaborasi MNC Insurance dengan KAI dan PT Mitra Jasa Pratama Melalui Qoala For Enterprise Hadirkan Asuransi Pembatalan Tiket

PT MNC Asuransi Indonesia (MNC Insurance), anak usaha yang dimiliki sepenuhnya oleh PT MNC Kapital Indonesia Tbk (IDX: BCAP atau MNC Kapital), resmi bekerja sama dengan PT Kereta Api Indonesia (Persero), Badan Usaha Milik Negara (BUMN) yang mengelola jasa transportasi kereta api di Indonesia, dan PT Mitra Jasa Pratama, melalui Qoala for Enterprise. Kolaborasi ini bertujuan untuk meningkatkan kenyamanan para penumpang KAI dengan menyediakan perlindungan perjalanan berupa produk asuransi pembatalan tiket.

MNC Insurance Collaboration with KAI and PT Mitra Jasa Pratama Through Qoala For Enterprise Presents Ticket Cancellation Insurance

PT MNC Asuransi Indonesia (MNC Insurance), a wholly owned subsidiary of PT MNC Kapital Indonesia Tbk (IDX: BCAP or MNC Kapital), has officially collaborated with PT Kereta Api Indonesia (Persero), a State-Owned Enterprise (BUMN) that manages railway transportation services in Indonesia, and PT Mitra Jasa Pratama, through Qoala for Enterprise. This collaboration aims to improve the comfort of KAI passengers by providing travel protection in the form of ticket cancellation insurance products.

Peristiwa Penting Significant Events



12

Rabu, 12 Juni 2024 / Wednesday, June 12, 2024

Ramaikan Event Jakarta Fair Kemayoran, KAI Hadirkan Diskon Tiket KA hingga 15%

PT Kereta Api Indonesia (Persero) menghadirkan diskon tiket kereta api yang dapat dibeli masyarakat hanya di booth KAI (Hall. C2 No 1) pada Jakarta Fair Kemayoran di Arena JIEXPO tanggal 12 Juni - 14 Juli 2024. KAI memberikan potongan harga sebesar 10% berlaku untuk semua umur. Serta diskon khusus 15% untuk anak usia sampai dengan 15 tahun dengan melampirkan fotokopi kartu identitas anak atau kartu keluarga.

Enliven the Jakarta Fair Kemayoran Event, KAI Presents Train Ticket Discounts of up to 15%

PT Kereta Api Indonesia (Persero) presents train ticket discounts that can be purchased by the public only at the KAI booth (Hall. C2 No. 1) at the Jakarta Fair Kemayoran at the JIEXPO Arena on June 12 - July 14, 2024. KAI provides a 10% discount valid for all ages, as well as a special 15% discount for children aged up to 15 years by attaching a photocopy of the child's ID card or family register.



13

Kamis, 13 Juni 2024 / Thursday, June 13, 2024

Ramaikan Event Gebyar Wisata Nusantara, KAI Hadirkan Diskon Tiket KA 10%

PT Kereta Api Indonesia (Persero) menghadirkan diskon tiket kereta api yang dapat dibeli masyarakat hanya di booth KAI pada Gebyar Wisata Nusantara Expo yang digelar di Jakarta Convention Center (JCC) Hall A tanggal 13 - 15 Juni 2024. KAI memberikan potongan harga sebesar 10% bagi masyarakat yang membeli tiket kereta api di booth KAI pada acara tersebut. Tarif diskon ini berlaku untuk keberangkatan sampai dengan H+45 untuk KA-KA komersial kelas eksekutif, bisnis, dan ekonomi di Pulau Jawa.

Enliven the Gebyar Wisata Nusantara Event, KAI Presents 10% Train Ticket Discount

PT Kereta Api Indonesia (Persero) presents a train ticket discount that can be purchased by the public only at the KAI booth at the Gebyar Wisata Nusantara Expo held at the Jakarta Convention Center (JCC) Hall A on June 13-15, 2024. KAI is giving a 10% discount for those who buy train tickets at the KAI booth at the event. This discount rate applies to departures up to D+45 for executive, business, and economy class commercial trains on Java Island.



21

Jumat, 21 Juni 2024 / Friday, June 21, 2024

KAI Buka Rekrutmen Eksternal, Tanggal 23-25 Juni 2024

PT Kereta Api Indonesia (Persero) membuka rekrutmen untuk formasi Konduktur, Polsuska, Operasional, serta Pemeliharaan Sarana dan Prasarana, dengan periode pendaftaran mulai tanggal 23 s.d 25 Juni 2024. Adapun latar belakang pendidikan yang dipersyaratkan yaitu tingkat SLTA, D3, dan D4/S1 dengan jurusan yang telah ditentukan.

KAI Opens External Recruitment, June 23-25, 2024

PT Kereta Api Indonesia (Persero) is opening recruitment for the positions of Conductor, Polsuska, Operations, and Maintenance of Facilities and Infrastructure, with a registration period starting from June 23 to 25, 2024. The required educational background is high school, D3, and D4/S1 with a predetermined major.



22

Senin, 22 Juli 2024 / Monday, July 22, 2024

Pastikan Angkutan Lebaran 2024 Aman dan Nyaman, KAI Laksanakan Apel Gelar Pasukan

KAI Gelar Apel Pasukan posko Angkutan Lebaran KAI dalam rangka melayani masyarakat yang menggunakan transportasi kereta api, yakni sejak tanggal 5-16 April 2024. Adapun masa Angkutan Lebaran ditetapkan pada tanggal 31 Maret-21 April 2024.

Ensure Safe and Comfortable 2024 Eid Transportation, KAI Holds Troop Roll Call

KAI Holds Troop Roll Call at KAI Eid Transportation Post in order to serve the public using train transportation, namely from April 5-16, 2024. The Eid Transportation period is set for March 31-April 21, 2024.

Peristiwa Penting Significant Events



23

Selasa, 23 Juli 2024 / Tuesday, July 23, 2024

KAI Dukung Program Kementerian ESDM Uji Coba Penerapan B40 untuk Kereta Api

PT Kereta Api Indonesia (Persero) mendukung Kementerian Energi dan Sumber Daya Mineral (ESDM) dalam uji coba penerapan B40 untuk kereta api. Uji coba ini dilakukan di Stasiun Lempuyangan, Yogyakarta pada Senin (22/7) dengan menggunakan KA Bogowonto relasi Lempuyangan - Pasar Senen. B40, campuran solar 60% dan bahan bakar nabati dari kelapa sawit 40%, diharapkan menjadi solusi strategis untuk mengurangi konsumsi solar dan emisi gas buang. KAI kini menggunakan 300 juta liter bahan bakar B35.

KAI Supports Ministry of Energy and Mineral Resources Program to Trial Implementation of B40 for Trains

PT Kereta Api Indonesia (Persero) supports the Ministry of Energy and Mineral Resources (ESDM) in the trial implementation of B40 for trains, conducted at Lempuyangan Station, Yogyakarta on Monday (22/7) using the Bogowonto train on the Lempuyangan-Pasar Senen route. B40, a mixture of 60% diesel and 40% palm oil biofuel, is expected to be a strategic solution to reduce diesel consumption and exhaust emissions. KAI is currently using 300 million liters of B35 fuel.



08

Kamis, 8 Agustus 2024 / Thursday, August 8, 2024

KAI Masuk 20 Besar BUMN Penyumbang Pajak Untuk Negara di Tahun 2023

PT Kereta Api Indonesia (Persero) menjadi salah satu dari 20 Badan Usaha Milik Negara (BUMN) penyumbang pajak terbesar untuk Negara pada Tahun 2023. Dimana KAI berkontribusi memberikan Setoran Pajak Negara sebesar Rp3.592 Miliar pada Tahun 2023.

KAI Enters Top 20 State-Owned Enterprises Contributing Taxes to the State in 2023

PT Kereta Api Indonesia (Persero) is one of the 20 State-Owned Enterprises (BUMN) that contribute the most taxes to the State in 2023, where KAI contributed to providing State Tax Deposits of Rp3,592 billion in 2023.



12

Senin, 12 Agustus 2024 / Monday, August 12, 2024

Jelang HUT RI Ke-79, Masinis Indonesia Telah Berhasil Operasikan Whoosh dengan Kecepatan 350 Km/Jam

PT Kereta Api Indonesia (Persero) mengapresiasi keberhasilan masinis Whoosh asal Indonesia yang kini telah berhasil mengoperasikan Kereta Cepat Whoosh dengan kecepatan 350 km/jam. Sebanyak 39 dari 72 masinis Indonesia yang diperbantukan dari KAI sudah memasuki tahap 2 dari proses on job training.

Ahead of the 79th Anniversary of the Republic of Indonesia, Indonesian Train Drivers Successfully Operate Whoosh at a Speed of 350 Km/Hour

PT Kereta Api Indonesia (Persero) appreciates the success of Indonesian Whoosh train drivers who have now successfully operated the Whoosh Fast Train at a speed of 350 km/h. As many as 39 of the 72 Indonesian train drivers seconded by KAI have entered stage 2 of the on-the-job training process.



15

Kamis, 15 Agustus 2024 / Thursday, August 15, 2024

KAI Masuk 19 BUMN Berpendapatan Terbesar Versi Fortune Indonesia

PT Kereta Api Indonesia (Persero) tercatat sebagai satu dari 19 Badan Usaha Milik Negara (BUMN) masuk dalam daftar 100 perusahaan terbesar di Indonesia berdasarkan pendapatan perusahaan pada 2023. Pada tahun 2023 pendapatan KAI yaitu Rp35,106 triliun atau naik 37,25% dibanding tahun 2022 sebesar Rp25,577 triliun.

KAI Enters 19 State-Owned Enterprises with the Largest Revenue According to Fortune Indonesia

PT Kereta Api Indonesia (Persero) is listed as one of 19 State-Owned Enterprises (BUMN) included in the list of the 100 largest companies in Indonesia based on company revenue in 2023. In 2023, KAI's revenue was Rp35.106 trillion or an increase of 37.25% compared to 2022 of Rp25.577 trillion.

Peristiwa Penting Significant Events



03

Selasa, 3 September 2024 / Tuesday, September 3, 2024

Menhub buka ARCEO's Conference ke-44 di Bandung

Menteri Perhubungan Budi Karya Sumadi bersama CEO PT KAI (Persero) dan Pj Gubernur Jawa Barat Bayu Triadi Machmudin membuka ASEAN Railway CEO Conference ke-44 di Bandung, hari ini, Selasa (3/9) yang menandai dimulainya kegiatan tersebut selama empat hari (2-5 September 2024).

Minister of Transportation opens 44th ARCEO's Conference in Bandung

Minister of Transportation Budi Karya Sumadi together with CEO of PT KAI (Persero) and Acting Governor of West Java Bayu Triadi Machmudin opened the 44th ASEAN Railway CEO Conference in Bandung, today, Tuesday (9/3), marking the start of the four-day event (September 2-5, 2024).



20

Jumat, 20 September 2024 / Friday, September 20, 2024

KAI Terpilih sebagai Operator Penyedia Prasarana dan Sarana Terbaik untuk Transportasi Antarkota dalam Ajang DTKJ Award 2024

PT Kereta Api Indonesia (Persero) menerima penghargaan sebagai operator penyedia prasarana dan sarana terbaik untuk transportasi antarkota dalam DTKJ Awards 2024. Acara yang bertema "Transportasi Terintegrasi yang Inklusif & Berkelanjutan untuk Jakarta Kota Global".

KAI Selected as the Best Infrastructure and Facilities Provider Operator for Intercity Transportation in the 2024 DTKJ Awards

PT Kereta Api Indonesia (Persero) received an award as the best infrastructure and facilities provider operator for intercity transportation in the DTKJ 2024 Awards. The event themed "Inclusive & Sustainable Integrated Transportation for Jakarta, a Global City".



28

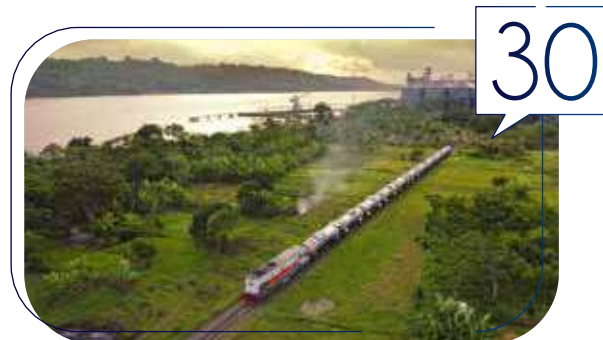
Sabtu, 28 September 2024 / Saturday, September 28, 2024

Dukung Pentingnya Employee Well-Being, Dirut KAI Resmikan Rail Kids Daycare

Bertepatan dengan HUT KAI ke-79, Direktur Utama KAI Didiek Hartantyo meresmikan fasilitas Rail Kids Daycare yang bertempat di KAI Feteria lantai dasar Kantor Pusat KAI, Jl. Perintis Kemerdekaan No. 1 Bandung.

Support the Importance of Employee Well-Being, KAI President Director Inaugurates Rail Kids Daycare

Coinciding with KAI's 79th Anniversary, KAI President Director Didiek Hartantyo inaugurated the Rail Kids Daycare facility located at KAI Feteria on the ground floor of KAI Head Office, Jl. Perintis Kemerdekaan No. 1 Bandung.



30

Senin, 30 September 2024 / Monday, September 30, 2024

Perjalanan 79 Tahun KAI, Keselamatan dan Keberlanjutan untuk Bangsa Indonesia

PT Kereta Api Indonesia (Persero) memperingati hari ulang tahunnya yang ke-79 pada 28 September 2024. Pada peringatan HUT kali ini, KAI mengangkat tema "Safety and Sustainability." Tema tersebut melambungkan tekad KAI untuk terus berkomitmen menjaga keselamatan dan mendorong keberlanjutan bisnis yang memperhatikan aspek ESG (Environment, Social, and Governance).

KAI's 79-Year Journey, Safety and Sustainability for the Indonesian Nation

PT Kereta Api Indonesia (Persero) commemorated its 79th anniversary on September 28, 2024. In this anniversary commemoration, KAI carried the "Safety and Sustainability" theme, symbolizing KAI's determination to continue committing to maintaining safety and encouraging business sustainability that pays attention to ESG (Environment, Social, and Governance) aspects.

Peristiwa Penting Significant Events



Rabu, 2 Oktober 2024 / Wednesday, October 2, 2024

Transformasi Digital, KAI Group Bersinergi dengan Bank Mandiri Wujudkan Layanan Cashless

PT Kereta Api Indonesia (KAI) Persero berkolaborasi dengan Bank Mandiri untuk meningkatkan layanan kepada masyarakat dengan memperkenalkan program "loyalitas poin" dan integrasi sistem pembayaran digital melalui penerbitan e-money Commuterpay.

Digital Transformation, KAI Group Collaborates with Bank Mandiri to Realize Cashless Services

PT Kereta Api Indonesia (KAI) Persero collaborated with Bank Mandiri to improve services to the public by introducing a "loyalty points" program and integration of digital payment systems through the issuance of e-money Commuterpay.



Rabu, 2 Oktober 2024 / Wednesday, October 2, 2024

Penganugerahan Rekor Muri Parade Lokomotif

PT Kereta Api Indonesia (Persero) berhasil meraih 2 penghargaan dari Museum Rekor Dunia Indonesia (MURI) pada 2 kegiatan perayaan HUT Ke-79 KAI pada Bulan September 2024 yang lalu. Kedua penghargaan tersebut dicapai pada kegiatan Parade Lokomotif dengan Livery Varian Terbanyak di Wilayah KAI Daop 8 Surabaya dan kegiatan pemasangan bendera merah putih terbanyak di rangkaian gerbong kereta api batubara sepanjang 33 gerbong kontainer batubara di Wilayah KAI Divre III Palembang.

Locomotive Parade Awarded MURI Record

PT Kereta Api Indonesia (Persero) successfully won 2 awards from the Indonesian World Record Museum (MURI) in 2 celebration activities for KAI's 79th Anniversary in September 2024. The two awards were achieved in the Locomotive Parade with the Most Variant Livery in the KAI Operational Area 8 Surabaya and the activity of installing the most red and white flags on a series of coal train carriages along 33 coal container carriages in the KAI Regional Division III Palembang.



Rabu, 16 Oktober 2024 / Wednesday, October 16, 2024

Mulai Hari Ini! KA Jayabaya Beroperasi dengan Rangkaian Stainless Steel New Generation

Jayabaya relasi Malang-Pasarsenen (pp) resmi menggunakan rangkaian Stainless Steel New Generation mulai Rabu (16/10/2024).

Start Today! Jayabaya Train Operates with New Generation Stainless Steel Trains
Jayabaya Malang-Pasarsenen (PP) route officially uses New Generation Stainless Steel trains starting Wednesday (10/16/2024).



Kamis, 17 Oktober 2024 / Thursday, October 17, 2024

Komitmen Hadirkan Ruang Aman, KAI Raih Penghargaan Dari Komnas Perempuan

PT Kereta Api Indonesia (Persero) telah menerima penghargaan dari Komnas Perempuan kategori pelopor "Membangun Ruang Aman dari Kekerasan" dalam acara Peringatan 26 Tahun Komnas Perempuan dan Apresiasi Mitra Komnas Perempuan.

Commitment to Providing Safe Space, KAI Receives Award from National Commission on Violence Against Women

PT Kereta Api Indonesia (Persero) received an award from the National Commission on Violence Against Women in the pioneer category of "Building a Safe Space from Violence" at the 26th Anniversary of the National Commission on Violence Against Women and the National Commission on Violence Against Women Partner Appreciation event.

Peristiwa Penting Significant Events



Senin, 21 Oktober 2024 / Monday, October 21, 2024

1.5 Juta Pengguna KRL dan LRT Jabodebek Nikmati Tarif Rp1 Selama Pelantikan Presiden dan Wakil Presiden

KAI berkomitmen menyukseskan pelantikan presiden Republik Indonesia yang berlangsung pada Minggu, (20/10/2024). Salah satu bentuk dukungan tersebut yaitu dengan menerapkan tarif spesial Rp1 pada seluruh perjalanan di lintas Jabodetabek untuk layanan Commuter Line dan LRT Jabodebek.

1.5 Million Commuter Line and LRT Jabodebek Users Enjoy Rp1 Fare During the Inauguration of the President and Vice President

KAI is committed to making the inauguration of the President of the Republic of Indonesia a success, which will take place on Sunday, (20/10/2024). One form of support is by implementing a special fare of Rp1 for all trips across Jabodetabek for the Commuter Line and LRT Jabodebek services.



Rabu, 23 Oktober 2024 / Wednesday, October 23, 2024

Dukung Program Sustainability dan Peningkatan Keselamatan serta Keamanan Operasi Kereta Api, KAI Beralih dari Bantalan Rel Kayu ke Sintetis

KAI selalu berkomitmen untuk mendukung keberlanjutan lingkungan melalui pemanfaatan teknologi dalam kinerja operasionalnya. Salah satu langkah nyata yang telah dilakukan adalah penggantian komponen prasarana kereta api khususnya pada konstruksi rel di jembatan baja yang sebelumnya menggunakan bantalan dari bahan kayu menjadi bahan sintetis.

Support Sustainability Program and Improve Safety and Security of Train Operations, KAI Switches from Wooden to Synthetic Rail Sleepers

KAI is always committed to supporting environmental sustainability through the technology usage in its operational performance. One of the real steps that has been taken is the replacement of railway infrastructure components, especially in the construction of rails on steel bridges that previously used wooden sleepers to synthetic materials.



Jumat, 25 Oktober 2024 / Friday, October 25, 2024

KAI Raih Tiga Penghargaan di IQEF 2024, Komitmen Terus Tingkatkan Inovasi dan Manajemen Mutu

PT Kereta Api Indonesia (Persero) kembali menunjukkan komitmennya terhadap inovasi dan manajemen mutu di ajang Indonesia Quality Excellence Festival (IQEF) 2024. Pada ajang bergengsi tersebut, KAI meraih tiga penghargaan dari tiga kategori yang berbeda. 1) Quality Leadership Award untuk Direktur Utama KAI Didiek Hartantyo. 2) Peringkat Galaxy untuk kategori Innovation Management Award. 3) Peringkat Gold untuk kategori Quality Excellence Exhibition.

KAI Receives Three Awards at IQEF 2024, Continuously Committed to Improving Innovation and Quality Management

PT Kereta Api Indonesia (Persero) once again demonstrated its commitment to innovation and quality management at the 2024 Indonesia Quality Excellence Festival (IQEF). At the prestigious event, KAI received three awards from three different categories. 1) Quality Leadership Award for KAI President Director Didiek Hartantyo. 2) Galaxy Ranking for the Innovation Management Award category. 3) Gold Ranking for the Quality Excellence Exhibition category.



Sabtu, 2 November 2024 / Saturday, November 2, 2024

Ayo Manfaatkan Diskon Tiket KA di Perhelatan KAI Expo 2024!

Pada KAI Expo 2024 ini, KAI mengalokasikan sekitar 68.418 tiket untuk berbagai perjalanan KA Jarak Jauh luxury, eksekutif, bisnis, dan ekonomi dengan tarif diskon. KA-KA yang mendapatkan tarif promo di antaranya KA Argo Bromo Anggrek (Gambir-Surabaya Pasarturi PP), KA Fajar Utama Yogyakarta (Pasar Senen-Yogyakarta PP), KA Turangga (Bandung-Surabaya Gubeng PP), dan lainnya.

Let's Take Advantage of Train Ticket Discounts at the 2024 KAI Expo!

At the 2024 KAI Expo, KAI has allocated around 68,418 tickets for various luxury, executive, business, and economy long-distance train trips at discounted rates. The trains that get promo rates include the Argo Bromo Anggrek train (Gambir-Surabaya Pasarturi PP), Fajar Utama Yogyakarta train (Pasar Senen-Yogyakarta PP), Turangga train (Bandung-Surabaya Gubeng PP), and others.

Peristiwa Penting Significant Events



02

Sabtu, 2 November 2024 / Saturday, November 2, 2024

Kabar Gembira, Kini Hadir KA BIAS Madiun Melayani Masyarakat di Relasi Bandara Adi Soemarmo-Madiun/PP

Perjalanan KA Bandara Internasional Adi Soemarmo (BIAS) diperpanjang sampai Madiun dengan relasi Stasiun Bandara Adi Soemarmo-Madiun/PP. Perjalanan KA BIAS setiap harinya terdiri dari 2 perjalanan KA melayani relasi Bandara Adi Soemarmo-Madiun dan 2 perjalanan KA melayani relasi Madiun - Bandara Adi Soemarmo.

Good News, Now There is the Madiun BIAS Train Serving the Community on the Adi Soemarmo Airport-Madiun/PP Connection

The Adi Soemarmo International Airport (BIAS) train journey has been extended to Madiun with the Adi Soemarmo Airport Station-Madiun/PP connection. The BIAS train journey every day consists of 2 train trips serving the Adi Soemarmo Airport-Madiun connection and 2 train trips serving the Madiun-Adi Soemarmo Airport connection.



04

Senin, 4 November 2024 / Monday, November 4, 2024

KAI Berhasil Meraih Piala Silver dari Ajang Contact Center Asia Pacific Awards 2024

KAI berhasil meraih piala silver untuk kategori Customer Experience. Dalam ajang Contact Center Asia Pacific (CC APAC) Awards 2024 yang diikuti berbagai negara pada tanggal 23 - 25 Oktober 2024 yang lalu di Singapura. Penghargaan ini melengkapi kesuksesan KAI sebelumnya dalam ajang The Best Contact Center Indonesia (TBCCI) 2024, di mana KAI mendapat gelar juara #5th runner up dengan perolehan 24 medali (8 Platinum, 8 Gold, 6 Silver, dan 2 Bronze) melalui layanan Contact Center 121 (CC121) di tingkat nasional. Berbekal prestasi ini, KAI mendapat kesempatan untuk mewakili Indonesia di tingkat regional Asia Pasifik dan menampilkan inovasi pelayanan pelanggan di ajang CC APAC 2024. KAI berhasil meraih pencapaian tertinggi di antara kontingen yang mewakili Indonesia pada ajang CC APAC 2024.

KAI Successfully Wins Silver Cup from Contact Center Asia Pacific Awards 2024

KAI successfully won the silver trophy for the Customer Experience category. In the Contact Center Asia Pacific (CC APAC) Awards 2024 event which was attended by various countries on October 23-25, 2024 in Singapore. This award complements KAI's previous success in The Best Contact Center Indonesia (TBCCI) 2024 event, where KAI won the #5th runner up title with 24 medals (8 Platinum, 8 Gold, 6 Silver, and 2 Bronze) through the Contact Center 121 (CC121) service at the national level. Armed with this achievement, KAI had the opportunity to represent Indonesia at the Asia Pacific regional level and showcase customer service innovations at the CC APAC 2024 event. KAI successfully obtained the highest achievement among the contingents representing Indonesia at the CC APAC 2024 event.



09

Sabtu, 9 November 2024 / Saturday, November 9, 2024

Penandatanganan Kontrak IMO, KAI Perkuat Komitmen dalam Menjaga Keandalan Prasarana Kereta Api

KAI telah melaksanakan Penandatanganan Kontrak Kegiatan Perawatan Berkala dan Pengoperasian Prasarana Perkeretaapian Milik Negara (Infrastructure Maintenance and Operation/IMO) dengan Balai Teknik Perkeretaapian Kelas I Jakarta, bertempat di Ruang Rapat Lt. 14 Gedung Karya, Kementerian Perhubungan Republik Indonesia pada Jumat (8/11).

Sign IMO Contract, KAI Strengthens Commitment in Maintaining Reliability of Railway Infrastructure

KAI has carried out the Signing of the Contract for Periodic Maintenance Activities and Operation of State-Owned Railway Infrastructure (Infrastructure Maintenance and Operation/IMO) with the Class I Jakarta Railway Engineering Center, located in the Meeting Room, 14th Floor, Karya Building, Ministry of Transportation of the Republic of Indonesia on Friday (11/8).



11

Senin, 11 November 2024 / Monday, November 11, 2024

KAI Terus Promosikan Wisata Melalui Kegiatan Traveling by Train

KAI terus menunjukkan komitmennya dalam mendukung pariwisata Indonesia, dengan memfasilitasi mobilisasi masyarakat melalui penyediaan sarana transportasi massal yang aman, nyaman, dan efisien. Salah satu inisiatif yang dijalankan adalah program Traveling by Train, yang hadir kembali pada tahun 2024 dengan tema 'Jejak Renjana Surakarta'.

KAI Continues to Promote Tourism Through Traveling by Train Activities

KAI continued demonstrating its commitment to supporting Indonesian tourism, by facilitating community mobilization through the provision of safe, comfortable, and efficient mass transportation facilities. One of the initiatives carried out is the Traveling by Train program, which will return in 2024 with the 'Jejak Renjana Surakarta' (Traces of Surakarta's Passion) theme.

Peristiwa Penting Significant Events



13

Rabu, 13 November 2024 / Wednesday, November 13, 2024

LRT Jabodebek Terapkan Sistem Cuci Kereta Otomatis dengan Teknologi Canggih dan Ramah Lingkungan

Sejak mulai beroperasi, LRT Jabodebek mengandalkan fasilitas Automatic Train Wash Plant (ATWP), sebuah sistem pencucian kereta otomatis berteknologi tinggi yang tidak hanya cepat dan efisien, tetapi juga ramah lingkungan. ATWP ini beroperasi pada satu jalur khusus di Depo LRT Jabodebek, di mana setiap rangkaian kereta dapat dicuci secara otomatis dengan akurasi dan efisiensi tinggi. Sistem ini dilengkapi sensor kecepatan yang otomatis memulai proses pencucian saat kereta mendekati area dengan kecepatan di bawah 5 km/jam.

Jabodebek LRT Implements Automatic Train Washing System with Advanced and Environmentally Friendly Technology

Since it began operating, Jabodebek LRT has relied on the Automatic Train Wash Plant (ATWP) facility, a high-tech automatic train washing system that is not only fast and efficient, but also environmentally friendly. The ATWP operates on a special track at the Jabodebek LRT Depot, where each train set can be washed automatically with high accuracy and efficiency. This system is equipped with a speed sensor that automatically starts the washing process when the train approaches an area at a speed below 5 km/h.



15

Jumat, 15 November 2024 / Friday, November 15, 2024

Jangan Lewatkan! KAI Expo 2024 Hadir di Jakarta dengan Promo Tiket Kereta Mulai Rp79.000

KAI Expo 2024 tahap kedua akan digelar di Assembly Hall Jakarta Convention Center pada tanggal 16 hingga 17 November 2024. Bertemakan "Luxurious Journey, Inspiring the Future", event tahunan ini menawarkan berbagai promo menarik, termasuk diskon tiket kereta api hingga 70%.

Don't Miss It! KAI Expo 2024 Comes to Jakarta with Train Ticket Promos, Start from Rp79,000

The second phase of KAI Expo 2024 will be held at the Assembly Hall of the Jakarta Convention Center on November 16-17, 2024. With the "Luxurious Journey, Inspiring the Future" theme, this annual event offers various attractive promos, including train ticket discounts of up to 70%.



22

Jumat, 22 November 2024 / Friday, November 22, 2024

KAI Hadirkan Drinking Water Station di 23 Stasiun untuk Dukungan Pencapaian SDGs

KAI menyediakan drinking water station di 23 stasiun per Juli 2024. Hal tersebut merupakan dukungan KAI untuk mengurangi penggunaan botol plastik sebagai salah satu langkah untuk mencapai net zero emission (NZE).

KAI Provides Drinking Water Stations at 23 Stations to Support SDG Achievement
KAI provides drinking water stations at 23 stations as of July 2024. This is KAI's support to reduce the use of plastic bottles as one of the steps to achieve net zero emissions (Achievement).



22

Jumat, 22 November 2024 / Friday, November 22, 2024

KAI Raih Penghargaan Indonesia Most Reputable Companies 2024

KAI meraih penghargaan Indonesia Most Reputable Companies 2024 Kategori BUMN Public Service. Penghargaan ini diberikan dalam acara Conference & Awarding yang diselenggarakan oleh Majalah SWA bekerja sama dengan Business Digest di Hotel Shangri-La, Jakarta pada Selasa (19/11). Acara yang bertajuk "Managing Corporate Reputation in the Digital Age: Experience and Strategy from the Champions" tersebut juga menjadi platform untuk berbagi strategi serta pengalaman para perusahaan dalam membangun reputasi di era digital termasuk KAI.

KAI Wins Indonesia Most Reputable Companies 2024 Award

KAI received the Indonesia Most Reputable Companies 2024 award in the BUMN Public Service category, awarded at the Conference & Awarding event organized by SWA Magazine in collaboration with Business Digest at the Shangri-La Hotel, Jakarta on Tuesday (11/19). The event entitled "Managing Corporate Reputation in the Digital Age: Experience and Strategy from the Champions" also became a platform for sharing strategies and experiences of companies in building reputations in the digital era, including KAI.

Peristiwa Penting Significant Events



23

Sabtu, 23 November 2024 / Saturday, November 23, 2024

KAI Raih Peringkat Emas pada SNI Award 2024

KAI meraih Peringkat Emas pada SNI Award 2024 dalam kategori Organisasi Besar Jasa. Penghargaan ini diserahkan di Jakarta Convention Center (JCC) pada Kamis, 21 November 2024 sebagai bentuk pengakuan atas komitmen KAI dalam menerapkan standar terbaik di industri transportasi. Mengusung tema "Standardisasi untuk Transformasi Ekonomi yang Berkelanjutan," SNI Award 2024 diikuti oleh 251 organisasi dari berbagai sektor. Setelah proses seleksi dan penilaian ketat, hanya 69 organisasi yang dinyatakan layak menerima penghargaan.

KAI Wins Gold Ranking at SNI Award 2024

KAI received Gold Ranking at SNI Award 2024 in the Large Service Organization category. This award was presented at the Jakarta Convention Center (JCC) on Thursday, November 21, 2024 as a form of recognition of KAI's commitment to implementing the best standards in the transportation industry. Carrying the "Standardization for Sustainable Economic Transformation" theme, SNI Award 2024 was attended by 251 organizations from various sectors. After a strict selection and assessment process, only 69 organizations were declared worthy of receiving the award.



25

Senin, 25 November 2024 / Monday, November 25, 2024

Solusi Inovatif Menuju Zero Waste, Lewat Program Community Relations KAI Punya TPST Binaan

KAI terus mengambil langkah inovatif untuk mendukung lingkungan bersih dan berkelanjutan. Melalui pengembangan TPST Simpangsari, KAI hadir dengan solusi nyata mengatasi tantangan pengelolaan sampah perkotaan. Tempat Pengolahan Sampah Terpadu (TPST) Simpangsari berlokasi di RW 01, Kelurahan Sukamiskin, Kecamatan Arcamanik, Kota Bandung. Program ini menjadi wujud dukungan KAI kepada masyarakat dalam penanganan sampah perkotaan sekaligus mendorong keberlanjutan.

Innovative Solutions Towards Zero Waste, KAI Fosters TPST Through Community Relations Program

KAI continues taking innovative steps to support a clean and sustainable environment. Through the development of TPST Simpangsari, KAI is present with a real solution to overcome the challenges of urban waste management. The Simpangsari Integrated Waste Processing Site (TPST) is located in RW 01, Sukamiskin Village, Arcamanik District, Bandung City. This program is a form of KAI's support for the community in handling urban waste while encouraging sustainability.



30

Sabtu, 30 November 2024 / Saturday, November 30, 2024

KAI dan Dubes Prancis Bahas Kerja Sama Peresmian Plakat Sejarah Arthur Rimbaud

KAI menerima kunjungan resmi dari Duta Besar Prancis untuk Indonesia, Fabian Penone, di Ruang Rapat Jaladara, Jakarta Railway Center pada Jumat (30/11). Pertemuan ini membahas persiapan peresmian plakat Arthur Rimbaud yang akan dilaksanakan pada 5 Desember 2024 di Stasiun Tuntang, Ambarawa, Kabupaten Semarang.

KAI and French Ambassador Discuss Cooperation on the Inauguration of Arthur Rimbaud's Historical Plaque

KAI received an official visit from the French Ambassador, Fabian Penone, to Indonesia at the Jaladara Meeting Room, Jakarta Railway Center on Friday (11/30). This meeting discussed preparations for the inauguration of the Arthur Rimbaud plaque which will be held on December 5, 2024 at Tuntang Station, Ambarawa, Semarang Regency.



03

Selasa, 3 Desember 2024 / Tuesday, December 3, 2024

Hari Disabilitas Internasional 2024, KAI Perkuat Komitmen Pelayanan Inklusif

Pada peringatan Hari Disabilitas Internasional yang jatuh pada 3 Desember ini, KAI terus berupaya meningkatkan komitmen untuk memberikan layanan inklusif bagi seluruh pelanggan, termasuk penyandang disabilitas. Salah satu wujud nyata dari komitmen ini adalah pelaksanaan Diklat Pelayanan Disabilitas, yang melibatkan para frontliner KAI, seperti kondektur, prama/prami, customer service, petugas loket, petugas boarding, hingga personel keamanan stasiun.

International Day of Persons with Disabilities 2024, KAI Strengthens Commitment to Inclusive Services

In commemoration of International Day of Persons with Disabilities which falls on December 3, KAI continues to strive to increase its commitment to provide inclusive services for all customers, including people with disabilities. One concrete manifestation of this commitment is the implementation of Disability Services Training, which involves KAI frontliners, such as conductors, prama/prami, customer service, counter officers, boarding officers, and station security personnel.

Peristiwa Penting Significant Events



Rabu, 4 Desember 2024 / Wednesday, December 4, 2024

Perjanjian Strategis KAI-BI, Wujudkan Distribusi Barang Berharga Milik Negara (BBMN) yang Aman dan Ramah Lingkungan

PT Kereta Api Indonesia (Persero) dan Bank Indonesia (BI) resmi menandatangani Perjanjian Jasa Pengangkutan Barang Milik Negara (BBMN) di Ballroom Jakarta Railway Center pada Rabu (4/12). Kerja sama ini merupakan langkah strategis untuk mengatur dan menjaga kelancaran sistem pembayaran dan pengelolaan uang rupiah di Negara Kesatuan Republik Indonesia dan meningkatkan efisiensi distribusi BBMN ke berbagai wilayah Indonesia khususnya di Pulau Jawa, bahkan pendistribusian uang ke Pulau Bali dilakukan melalui stasiun KA di Banyuwangi. Kerja sama ini melanjutkan kemitraan strategis yang telah terjalin selama lebih dari sepuluh tahun, sebagai bagian dari upaya mendukung kelancaran sistem pembayaran dan pengelolaan uang rupiah di Indonesia.

KAI-BI Strategic Agreement, Realize Safe and Environmentally Friendly Distribution of State-Owned Valuable Goods (BBMN)

PT Kereta Api Indonesia (Persero) and Bank Indonesia (BI) officially signed the State-Owned Goods (BBMN) Transportation Service Agreement at the Jakarta Railway Center Ballroom on Wednesday (12/4). This cooperation is a strategic step to regulate and maintain the smooth payment system and management of rupiah currency in the Unitary State of the Republic of Indonesia and increase the efficiency of BBMN distribution to various regions in Indonesia, especially in Java, even the distribution of money to Bali is carried out through the train station in Banyuwangi. This cooperation continues the strategic partnership that has been established for more than ten years, as part of an effort in supporting the smooth payment system and management of rupiah currency in Indonesia.



Jumat, 6 Desember 2024 / Friday, December 6, 2024

Inovasi Berbuah Prestasi, Dirut KAI Didiek Hartantyo Raih "Best of The Best Marketeer of The Year 2024"

Direktur Utama KAI Didiek Hartantyo mencatatkan prestasi dengan meraih dua penghargaan bergengsi di bidang pemasaran. Pada ajang Ajang Marketeer of The Year 2024 yang digelar di The Ritz Carlton Pacific Place - Jakarta (5/12), ia mendapatkan dua penghargaan bergengsi yaitu: 1. Direktur Utama KAI Didiek Hartantyo dianugerahi penghargaan Best of The Best Marketeer of The Year 2024.2. Direktur Utama KAI Didiek Hartantyo dianugerahi penghargaan The Best Industry Marketing Champion 2024 for The Transportations Sector.

Innovation Leads to Achievement, KAI President Director Didiek Hartantyo Wins "Best of The Best Marketeer of The Year 2024"

KAI President Director Didiek Hartantyo recorded an achievement by winning two prestigious awards in the marketing field. At the 2024 Marketeer of The Year event held at The Ritz Carlton Pacific Place - Jakarta (12/5), he received two prestigious awards, namely: 1. KAI President Director Didiek Hartantyo was awarded the Best of The Best Marketeer of The Year 2024 award. 2. KAI President Director Didiek Hartantyo was awarded the Best Industry Marketing Champion 2024 for The Transportations Sector award.



Senin, 9 Desember 2024 / Monday, December 9, 2024

KAI Bawa UMK Mitra Binaan Tampil di Ajang Pameran Internasional di Istanbul, Turki

Acara ini merupakan bagian dari Halal Expo Dunia ke-10 Tahun 2024 di bawah arahan Presiden Republik Turki Recep Tayyip Erdogan yang berlangsung dari 27-30 November 2024. Selain menampilkan Modest Fashion and Art Trade, acara ini juga menampilkan world halal summit untuk mempertemukan pelaku usaha dari berbagai negara untuk memamerkan kreativitas dan inovasi di bidang fashion dan seni. Di tengah hiruk-pikuk Istanbul yang penuh dengan sejarah peradaban budaya, dua Mitra UMK ini hadir dengan membawa semangat khas Indonesia—unik, autentik, dan penuh makna.

KAI Brings Fostered UMK Partners to Appear at International Exhibition in Istanbul, Turkey

This event is part of the 10th World Halal Expo 2024 under the direction of the President of the Republic of Turkey Recep Tayyip Erdogan which will take place from 27-30 November 2024. In addition to showcasing Modest Fashion and Art Trade, this event also features a world halal summit to bring together business actors from various countries to showcase creativity and innovation in the fields of fashion and art. Amidst the hustle and bustle of Istanbul which is full of the history of cultural civilization, these two UMK Partners are present with a distinctive Indonesian spirit—unique, authentic, and full of meaning.



Senin, 9 Desember 2024 / Monday, December 9, 2024

KAI Raih 14 Penghargaan dalam Kompetisi Inovasi Tingkat Nasional TKMPN XXVIII Tahun 2024

KAI kembali unjuk prestasi dalam kompetisi inovasi Tingkat Nasional melalui ajang Temu Karya Mutu Produktivitas Nasional (TKMPN) XXVIII Tahun 2024 di Bali Nusa Dua Convention Center pada 2-6 Desember 2024. Kegiatan ini diselenggarakan oleh PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI). Pada ajang tersebut, KAI berhasil meraih predikat penghargaan: 4 (empat) Diamond, 5 (lima) Platinum, 3 (tiga) Gold, 1 (satu) Silver, dan 1 (satu) Best Presentation. Seluruh tim KAI berkompetisi dengan 2.300 orang peserta yang terbagi dalam 635 Tim Penyaji mewakili 227 Instansi yang merupakan Perusahaan, Lembaga Pendidikan dan Organisasi.

KAI Wins 14 Awards in the National Innovation Competition TKMPN XXVIII 2024

KAI once again demonstrated its achievements in the National Innovation Competition through the National Productivity Quality Work Meeting (TKMPN) XXVIII 2024 at the Bali Nusa Dua Convention Center on December 2-6, 2024. This activity was organized by PT Wahana Kendali Mutu (PT WKM) in collaboration with the Indonesian Quality & Productivity Management Association (AMMPI). At the event, KAI won the following awards: 4 (four) Diamonds, 5 (five) Platitudes, 3 (three) Golds, 1 (one) Silver, and 1 (one) Best Presentation. The entire KAI team competed with 2,300 participants divided into 635 Presentation Teams representing 227 Institutions which are Companies, Educational Institutions and Organizations.

Peristiwa Penting Significant Events



18

Rabu, 18 Desember 2024 / Wednesday, December 18, 2024

KAI Kembali Raih Predikat Badan Publik Informatif

KAI kembali menunjukkan komitmennya dalam menerapkan keterbukaan informasi publik dengan meraih predikat Badan Publik Informatif untuk kategori BUMN pada Anugerah Keterbukaan Informasi Publik 2024. Penghargaan ini diberikan oleh Komisi Informasi Pusat RI dalam acara yang berlangsung di Mövenpick Hotel, Jakarta, Selasa (17/12). Ini adalah penghargaan kelima berturut-turut yang diraih KAI sejak tahun 2020. Penilaian dilakukan melalui monitoring evaluasi (monev) yang diikuti oleh 363 badan publik, di mana sebanyak 162 badan publik atau sekitar 44,63% berhasil meraih predikat tertinggi, yaitu "Informatif". Pada kategori BUMN, dari 65 perusahaan yang mengikuti monev, sebanyak 36 perusahaan berhasil mendapatkan predikat "Informatif".

KAI Wins Informative Public Agency Title Once Again

KAI has once again demonstrated its commitment to implementing public information transparency by winning the Informative Public Agency title for the BUMN category at the Public Information Transparency Award 2024, given by the Indonesian Central Information Commission at an event held at the Mövenpick Hotel, Jakarta, Tuesday (12/17). This is the fifth consecutive award won by KAI since 2020. The assessment was carried out through monitoring and evaluation (monev) which was attended by 363 public agencies, of which 162 public agencies or around 44.63% managed to achieve the highest title, namely "Informative". In the BUMN category, out of 65 companies that participated in the monev, 36 companies managed to get the "Informative" title.



21

Sabtu, 21 Desember 2024 / Saturday, December 21, 2024

KAI Terapkan Kebijakan Kereta Khusus Wanita di LRT Jabodebek Sepanjang Jam Operasional pada Hari Kerja

PT Kereta Api Indonesia (Persero) mengambil langkah untuk menyesuaikan kebijakan ini. Mulai tanggal 23 Desember 2024, kereta khusus wanita akan berlaku sepanjang jam operasional LRT Jabodebek pada hari kerja (Senin hingga Jumat, kecuali hari libur nasional). Adapun hari Sabtu, Minggu, dan hari libur nasional, rangkaian kereta akan beroperasi secara normal tanpa pembagian khusus. Langkah ini diambil untuk semakin meningkatkan kenyamanan dan keamanan pengguna wanita dalam menggunakan transportasi umum.

KAI Implements Women-Only Train Policy on Jabodebek LRT Throughout Operational Hours on Weekdays

PT Kereta Api Indonesia (Persero) is taking steps to adjust this policy. Starting December 23, 2024, women-only trains will apply throughout the Jabodebek LRT's operational hours on weekdays (Monday to Friday, except national holidays). As for Saturdays, Sundays, and national holidays, the trains will operate normally without special divisions. This step was taken to further improve the comfort and safety of female users in using public transportation.



21

Sabtu, 21 Desember 2024 / Saturday, December 21, 2024

Upaya Peningkatan Keselamatan, KAI Kembangkan Inovasi Track-Mod dan Smart Rail KAI Luncurkan Track-Mod dan Smart Rail untuk Tingkatkan Keselamatan Prasarana Kereta Api

PT Kereta Api Indonesia (Persero) melalui Direktorat Keselamatan dan Keamanan resmi meluncurkan dua inovasi terbaru dalam pemeliharaan prasarana kereta api, Track-Mod dan Smart Rail. Track-Mod adalah alat ukur geometri jalur yang mampu mengumpulkan data secara real-time dengan validitas tinggi dalam pemeriksaan. Alat ini dirancang khusus untuk memantau dan mengukur parameter geometri jalur kereta api 1.067 mm dengan presisi tinggi. Smart Rail hadir sebagai alat ukur portabel yang dirancang untuk mengukur kondisi jalan rel kereta api berdasarkan parameter goyangan keras. Smart Rail menggunakan sensor pengukuran deteksi tiga sumbu yang terintegrasi dengan aplikasi smartphone Android, sehingga memberikan data yang lebih objektif dan efisien dalam pemeliharaan serta deteksi anomali.

Safety Improvement Efforts, KAI Develops Track-Mod and Smart Rail Innovations KAI Launches Track-Mod and Smart Rail to Improve Railway Infrastructure Safety

PT Kereta Api Indonesia (Persero) through the Directorate of Safety and Security officially launched two of the latest innovations in railway infrastructure maintenance, Track-Mod and Smart Rail. Track-Mod is a track geometry measuring tool that is capable of collecting data in real-time with high validity in inspections. This tool is specifically designed to monitor and measure 1,067 mm railway track geometry parameters with high precision. Smart Rail is present as a portable measuring tool designed to measure railway track conditions based on hard shaking parameters. Smart Rail uses a three-axis detection measurement sensor integrated with an Android smartphone application, thus providing more objective and efficient data in maintenance and anomaly detection.

Peristiwa Penting Significant Events



Senin, 23 Desember 2024 / Monday, December 23, 2024

Peluncuran Fitur *Carbon Footprint* oleh KAI, Solusi Transportasi Efisien dan Ramah Lingkungan

KAI meluncurkan fitur terbaru bernama *Carbon Footprint* yang dapat diakses melalui aplikasi *Access by KAI*. Fitur *Carbon Footprint* merupakan salah satu terobosan penting dalam mendukung efisiensi dan keberlanjutan transportasi di Indonesia. Langkah ini mencerminkan komitmen KAI untuk terus menghadirkan solusi transportasi yang inovatif dan ramah lingkungan.

Launch of Carbon Footprint Feature by KAI, Efficient and Environmentally Friendly Transportation Solution

KAI launched the latest feature called *Carbon Footprint* which can be accessed through the *Access by KAI* application. The *Carbon Footprint* feature is one of the important breakthroughs in supporting transportation efficiency and sustainability in Indonesia. This step reflects KAI's commitment to continue to present innovative and environmentally friendly transportation solutions.



Jumat, 27 Desember 2024 / Friday, December 27, 2024

KAI Raih Skor ESG 41, Komitmen dalam Menghadirkan Ekosistem Transportasi Berkelanjutan

Pada 18 Desember 2024, PT KAI raih hasil Rating ESG (*Environmental, Social, Governance*) S&P Global dengan skor 41. Sebagai tahun pertama KAI mengikuti penilaian ini, pencapaian tersebut sangat membanggakan menempatkan KAI dalam posisi yang kompetitif secara global. Dengan skor 41, KAI berhasil masuk dalam 20% teratas sektor Transportasi dan Infrastruktur Transportasi di tingkat global. Ini merupakan langkah awal yang kuat bagi KAI dalam mengintegrasikan prinsip keberlanjutan ke dalam operasional dan tata kelola perusahaan. Skor ini juga mencerminkan dedikasi KAI untuk terus meningkatkan kinerja ESG dan berkontribusi pada target keberlanjutan global secara keseluruhan.

KAI Achieves ESG Score of 41, Commitment to Presenting a Sustainable Transportation Ecosystem

On December 18, 2024, PT KAI achieved the S&P Global ESG (*Environmental, Social, Governance*) Rating with a score of 41. As the first year KAI has participated in this assessment, this achievement is very proud, placing KAI in a globally competitive position. With a score of 41, KAI has successfully entered the top 20% of the Transportation and Transportation Infrastructure sector globally. This is a strong first step for KAI in integrating sustainability principles into the company's operations and governance. This score also reflects KAI's dedication to continuously improving ESG performance and contributing to overall global sustainability targets.



Laporan Manajemen

Management Report





Laporan Direksi

Board of Directors' Report



Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Our Esteemed Shareholders and Stakeholders,

Puji syukur ke hadirat Tuhan Yang Maha Esa, atas rahmat dan karunia-Nya, di tahun 2024 KAI berhasil mencatatkan pencapaian kinerja yang membanggakan. Hasil baik ini dikarenakan telah kembalinya minat mobilitas masyarakat yang meningkat. Hal ini menjadi salah satu faktor utama yang memberikan dampak positif terhadap pertumbuhan kinerja Perseroan.

Keberhasilan ini, mencerminkan fokus dan disiplin KAI dalam membangun layanan transportasi perkeretaapian yang nyaman dan aman. KAI akan terus berupaya untuk meningkatkan kinerja, efisiensi dan transformasi digitalisasi sesuai dengan tren global serta melakukan pengembangan pada transportasi berbasis energi terbarukan. Upaya dan inovasi yang dilakukan, berhasil membawa KAI meraih berbagai penghargaan. KAI senantiasa menjadi yang terdepan, unggul, dan inovatif.

Melalui laporan ini, izinkan kami melaporkan kinerja Direksi di sepanjang tahun 2024. Laporan ini sebagai bentuk pertanggungjawaban kepada seluruh pemegang saham dan pemangku kepentingan. Dalam laporan ini memuat tentang kinerja Perusahaan, strategi dan kebijakan strategis Perusahaan, prospek usaha, tantangan yang dihadapi, serta keterlibatan KAI di industri.

Analisis Makro Ekonomi 2024

2024 Macroeconomic Analysis

Kondisi perekonomian global masih diambang ketidakpastian. Perlambatan pertumbuhan ekonomi di negara-negara maju hanya mampu tumbuh sebesar 1,8% pada tahun 2024. Kondisi ini juga diperburuk dengan kondisi pasar negara berkembang yang juga stagnan di angka 4,2%. Menurut International Monetary Fund (IMF) dalam laporan World Economic Outlook (WEO), di tahun 2024 pertumbuhan ekonomi global hanya mencapai 3,2%, atau tumbuh 0,1% dari tahun sebelumnya sebesar 3,1%.

We express our praise and gratitude to Almighty God, for His blessings enabled KAI to record an exceptional performance achievement in 2024. The return of increasing interest in public mobility yields this good result, which becomes one of the main factors that positively impact the Company's performance growth.

This success reflects KAI's focus and discipline in building comfortable and safe railway transportation services. KAI continues striving to improve performance, efficiency, and digital transformation in accordance with global trends and develop renewable energy-based transportation. The efforts and innovations carried out have successfully brought various awards for KAI, making KAI always at the forefront, superior, and innovative.

Allow us to disclose the performance of the Board of Directors in 2024 through this report, which is a form of accountability to all shareholders and stakeholders, as well as contains the Company's performance, the Company's strategic strategies and policies, business prospects, challenges faced, and KAI's involvement in the industry.

The global economic condition is still on the verge of uncertainty. The slowdown in economic growth in developed countries was only able to grow by 1.8% in 2024, which was also exacerbated by the condition of emerging markets stagnating at 4.2%. According to the International Monetary Fund (IMF) in the World Economic Outlook (WEO) report, global economic growth only reached 3.2% in 2024, or an increase of 0.1% from the previous year of 3.1%.

Laporan Direksi
Board of Directors' Report



DIDIEK HARTANTYO

Direktur Utama
President Director



Pelemahan ekonomi yang terjadi dipengaruhi oleh ketidakstabilan politik di beberapa negara Eropa dan berdampak hingga ke Asia. Hal ini mengakibatkan terjadinya ketidakseimbangan pada pasar global dan menambah kompleksitas terkait kebijakan fiskal dan moneter di beberapa negara. Selain itu, ketegangan geopolitik yang terjadi di kawasan Timur Tengah juga menjadi faktor pelemahan pada perekonomian global.

Meskipun perekonomian global masih dalam fase melemah, namun tidak demikian untuk perekonomian nasional yang mampu bertahan dengan stabil. Kami bersyukur bahwa perekonomian Indonesia berhasil tumbuh stabil dan solid sebesar 5,03% di tahun 2024. Menurut Kementerian Keuangan Republik Indonesia, pertumbuhan ini didorong oleh peningkatan sektor investasi dan manufaktur, serta permintaan dalam negeri yang membaik. Selain itu, Kementerian Koordinator Bidang Perekonomian Republik Indonesia melaporkan bahwa pemerintah bersama Bank Indonesia mampu berhasil menekan laju inflasi dan nilai tukar yang mencapai target inflasi sebesar 1,57% (YoY) dengan BI Rate 6,00%. Keberhasilan ini adalah hasil baik dari penerapan kebijakan yang konsisten, serta sinergi yang efektif dari tingkat pusat hingga daerah.

Lebih lanjut, berdasarkan data Badan Pusat Statistik (BPS) mencatat bahwa Produk Domestik Bruto (PDB) Indonesia mencapai Rp22.139,0 triliun dengan PDB per kapita mencapai Rp78,6 juta atau USD4.960,3 di tahun 2024. Kondisi ekonomi yang stabil dihasilkan dari kontribusi lapangan usaha yang terjaga. Dalam hal produksi, sektor yang memberikan kontribusi terbesar adalah Lapangan Usaha Jasa lainnya yang mencapai 9,80%. Sementara itu, dari perspektif pengeluaran, kontribusi tertinggi berasal dari Pengeluaran Konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (PK-LNPRT), yang mencapai 12,48%. Sedangkan sektor transportasi dan pergudangan yang merupakan sektor industri bisnis Perusahaan, menyumbang sebesar 8,69% terhadap PDB yang tercatat.

Secara spasial, kontribusi Produk Domestik Regional Bruto (PDRB), Pulau Jawa mencatatkan kontribusi terbesar sebesar 57,02% dengan tingkat pertumbuhan mencapai 4,92%. Pulau Sumatera dengan kontribusi sebesar 22,12% dengan tingkat pertumbuhan mencapai 4,45%, Pulau Kalimantan dengan kontribusi sebesar 8,24% dengan tingkat pertumbuhan mencapai 5,52%, Pulau Sulawesi dengan kontribusi sebesar

The occurring economic downturn was influenced by political instability in several European countries and had an impact on Asia, resulting in an imbalance in the global market and added complexity related to fiscal and monetary policies in several countries. In addition, geopolitical tensions in the Middle East region were a factor in the weakening of the global economy.

Although the global economy is still in a weakening phase, this is not the case for the national economy which has been able to survive stably. We are grateful that the Indonesian economy has managed to grow steadily and solidly by 5.03% in 2024. According to the Ministry of Finance of the Republic of Indonesia, this growth was driven by an increase in the investment and manufacturing sectors, as well as improving domestic demand. In addition, the Coordinating Ministry for Economic Affairs of the Republic of Indonesia reported that the government together with Bank Indonesia managed to successfully suppress both the inflation and the exchange rates which reached the inflation target of 1.57% (YoY) with a BI Rate of 6.00%. This success is a good result of consistent policy implementation, as well as effective synergy from the central to regional levels.

Furthermore, based on data from Statistics Indonesia (BPS), Indonesia's Gross Domestic Product (GDP) reached Rp22,139.0 trillion with GDP per capita reaching Rp78.6 million or USD4,960.3 in 2024. The maintained business sector contributed to stable economic conditions. In terms of production, the sector providing the largest contribution was the Other Service Business Field which reached 9.80%. Meanwhile, from an expenditure perspective, the highest contribution originated from the Consumption Expenditure of Non-Profit Institutions Serving Households (PK-LNPRT), which reached 12.48%. On the other hand, the Company's business industry sector, transportation and warehousing, contributed 8.69% to the recorded GDP.

Spatially, the Gross Regional Domestic Product (GRDP) contribution, Java Island recorded the largest contribution of 57.02% with a growth rate of 4.92%. Sumatra Island contributed 22.12% with a growth rate of 4.45%, Kalimantan Island contributed 8.24% with a growth rate of 5.52%, Sulawesi Island contributed 7.12% with a growth rate of 6.18%, Bali and Nusa Tenggara Island contributed 2.81% with a growth rate of

7,12% dengan tingkat pertumbuhan mencapai 6,18%, Pulau Bali dan Nusa Tenggara dengan kontribusi sebesar 2,81% dengan tingkat pertumbuhan mencapai 5,04% dan Pulau Maluku dan Papua dengan kontribusi sebesar 2,69% dengan tingkat pertumbuhan mencapai 7,81%.

Berdasarkan sektor industri, sektor transportasi perkeretaapian di Indonesia di tahun 2024 menunjukkan dinamika yang signifikan pada tahun 2024. Dalam perkembangannya, Pemerintah tengah melakukan pengembangan infrastruktur, mempercepat inovasi teknologi, dan meningkatkan mutu layanan terintegrasi. Upaya tersebut sejalan dengan visi Indonesia Maju dan Perseroan untuk tumbuh secara berkelanjutan di masa mendatang.

Tinjauan Industri Usaha

Business Industry Review

Peningkatan infrastruktur dan investasi sektor industri perkeretaapian di Indonesia tercermin melalui proyek-proyek strategis seperti Kereta Cepat Jakarta-Bandung (*Whoosh*). Proyek tersebut menjadi sebuah bentuk komitmen Pemerintah terhadap perkembangan dan pertumbuhan transportasi tanah air yang lebih *modern*. Melalui *Whoosh*, Indonesia memiliki transportasi dengan kecepatan yang tinggi, jauh lebih efektif dan efisiensi waktu.

Selain itu, KAI dalam mempercepat layanan melakukan inovasi teknologi melalui peningkatan sistem pembelian tiket dan penyediaan *wifi* di kereta. Lebih lanjut, KAI terus memperkuat komitmennya dalam menghadirkan moda transportasi ramah lingkungan dengan mendukung upaya penurunan jejak karbon (*carbon footprint*) melalui inovasi berkelanjutan. Salah satu langkah konkretnya adalah menyediakan fitur perhitungan emisi karbon pada tiket penumpang.

Sedangkan dalam peningkatan mutu layanan, KAI berhasil memberikan kepercayaan penuh dengan layanan terbaik kepada pelanggan. Upaya ini dilakukan agar mempermudah mobilitas masyarakat untuk mendapatkan transportasi yang andal dan berkualitas. KAI berharap dapat terus “Menggerakkan transportasi berkelanjutan, meningkatkan kualitas hidup masyarakat” di masa mendatang.

5.04% and Maluku and Papua Island contributed 2.69% with a growth rate of 7.81%.

Based on the industrial sector, the railway transportation sector in Indonesia showed significant dynamics in 2024. In its development, the Government is developing infrastructure, accelerating technological innovation, and improving the quality of integrated services. These efforts are in line with the vision of Advanced Indonesia and the Company to grow sustainably in the future.

The improvement of infrastructure and investment in the railway industry sector in Indonesia is reflected through strategic projects such as the Jakarta-Bandung High-Speed Railway (*Whoosh*). The project is a form of the Government's commitment to the development and growth of more modern domestic transportation. Indonesia has high-speed transportation through *Whoosh*, which is much more effective and time-efficient.

In addition, KAI is innovating technology to accelerate services by improving the ticket purchase system and providing Wi-Fi on trains. Furthermore, KAI continues to strengthen its commitment to presenting environmentally friendly modes of transportation by supporting efforts to reduce carbon footprints through sustainable innovation. One concrete step is to provide a carbon emission calculation feature on passenger tickets.

Meanwhile, KAI has succeeded in providing full trust with the best service to customers in an effort to improve service quality. This effort is made to facilitate public mobility to obtain reliable and quality transportation. KAI hopes to continue to “Move sustainable transportation, improve people's quality of life” in the future.

Dari Badan Pusat Statistik (BPS), informasi Jumlah Penumpang Kereta Api selama 3 (tiga) tahun terakhir adalah sebagai berikut:

From Statistics Indonesia (BPS), information on the Number of Railway Passengers for the last 3 (three) years is as follows:

Jumlah Penumpang Kereta Api (dalam ribu orang)	Number of Railway Passengers (in thousands of people)			
Kereta Api / Railway	2022	2023	2024	Pertumbuhan 2023-2024 / 2023-2024 Growth
Jabodetabek	217.965	290.891	328.154	12,81%
Non Jabodetabek (Jawa) / Non-Jabodetabek (Java)	54.454	73.946	89.665	21,26%
Jawa (Jabodetabek + Non Jabodetabek) / Java (Jabodetabek + Non-Jabodetabek)	272.419	364.837	417.819	14,52%
Sumatera	4.696	6.701	6.262	(6,55%)
Kereta Bandara / Airport Trains	-	-	7.977	100,00%
MRT / Mass Rapid Transit	-	-	39.910	100,00%
LRT / Light Rail Transit	-	-	26.620	100,00%
Kereta cepat / High-speed railway (Whoosh)	-	-	6.056	100,00%
Total	277.115	371.538	504.644	35,83%

Sumber: BPS – PT Kereta Api Indonesia, PT. KAI Commuter Jabodetabek, dan Dinas Perhubungan Provinsi DKI Jakarta. / Source: BPS – PT Kereta Api Indonesia, PT. KAI Commuter Jabodetabek, and the DKI Jakarta Provincial Transportation Agency.

Analisis Atas Kinerja Perusahaan

Analysis of Company Performance

KINERJA KEUANGAN

Di tahun 2024, KAI berhasil mencatatkan pencapaian yang membanggakan dari berbagai aspek. KAI mencatatkan realisasi pendapatan sejumlah Rp36,11 triliun, mengalami peningkatan sebesar 29% dari tahun 2023 sejumlah Rp35,11 triliun. Peningkatan pendapatan diperoleh dari pendapatan angkutan dan usaha lainnya sebesar 29,40%. Pendapatan tahun 2024 berasal dari pendapatan angkutan penumpang terealisasi sebesar Rp11,92 triliun atau 109,2% terhadap anggaran sebesar Rp10,91 triliun dan pendapatan angkutan barang terealisasi sebesar Rp12,80 triliun atau 98,4% terhadap anggarannya sebesar Rp13,01 triliun. Lebih lanjut, Perusahaan mencatatkan laba usaha sejumlah Rp7,60 triliun, mengalami peningkatan sebesar 96,89% jika dibandingkan dari tahun sebelumnya sebesar Rp3,86 triliun. Dengan demikian, Perusahaan mencatatkan laba tahun berjalan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

FINANCIAL PERFORMANCE

KAI managed to record commendable achievements from various aspects in 2024. KAI recorded revenues realization of Rp36.11 trillion, an increase of 29% from 2023 of Rp35.11 trillion. The increase was obtained from transportation and other operating revenues of 29.40%. Revenue in 2024 came from passenger transportation revenue realized of Rp11.92 trillion or 109.2% of the budget of Rp10.91 trillion and freight transportation revenue realized of Rp12.80 trillion or 98.4% of its budget of Rp13.01 trillion. Furthermore, the Company recorded an operating profit of Rp7.60 trillion, an increase of 96.89% compared to the previous year of Rp3.86 trillion. Thus, the Company recorded a income for the year of Rp2.22 trillion, an increase of 18.76% compared to the previous year of Rp1.87 trillion. This change was due to the increase in the Company's revenue in 2024.

Kemudian, KAI mencatatkan jumlah aset hingga akhir tahun 2024 mencapai Rp97,10 triliun, mengalami peningkatan sebesar 19,32% atau sejumlah Rp15,72 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp81,37 triliun. Peningkatan nilai aset Perusahaan disebabkan oleh meningkatnya nilai aset lancar dan aset tidak lancar. Perusahaan mencatatkan nilai aset lancar sejumlah Rp16,83 triliun, mengalami peningkatan sebesar 29,19% atau sejumlah Rp3,80 triliun jika dibandingkan dengan perolehan aset lancar dari tahun sebelumnya sebesar Rp13,02 triliun dan aset tidak lancar sejumlah Rp80,27 triliun. Jumlah ini meningkat sebesar 17,44% atau sejumlah Rp11,92 triliun dari tahun sebelumnya sebesar Rp68,35 triliun.

KA mencatatkan nilai liabilitas sejumlah Rp61,77 triliun, mengalami kenaikan sebesar 22,40% atau sejumlah Rp11,31 triliun jika dibandingkan pada periode tahun 2023 sejumlah Rp50,47 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang sebesar 38,96%. Kemudian untuk ekuitas sejumlah Rp35,32 triliun, mengalami peningkatan sebesar 14,30% atau sejumlah Rp4,42 triliun dari tahun sebelumnya sejumlah Rp30,91 triliun.

KAI's total assets by the end of 2024 reached Rp97.10 trillion, an increase of 19.32% or Rp15.72 trillion compared to the realization in 2023 of Rp81.37 trillion. The increase was due to the increase in current assets and non-current assets. The Company's current assets were recorded at Rp16.83 trillion, an increase of 29.19% or Rp3.80 trillion compared to current assets from the previous year of Rp13.02 trillion and non-current assets of Rp80.27 trillion. This amount increased by 17.44% or Rp11.92 trillion from the previous year of Rp68.35 trillion.

KAI's liabilities were posted at Rp61.77 trillion, an increase of 22.40% or Rp11.31 trillion compared to the 2023 period of Rp50.47 trillion. This change was due to an increase in the value of non-current liabilities by 38.96%. Equity was registered at Rp35.32 trillion, an increase of 14.30% or Rp4.42 trillion from the previous year of Rp30.91 trillion.

Pencapaian Target PT KAI (Persero) 2024

Pada tahun 2024, kami telah menetapkan target dengan realisasi dan pencapaian sebagai berikut:

Achievement of PT KAI (Persero) 2024 Targets

In 2024, we have set targets with the following realizations and achievements:

Kinerja Keuangan / Financial Performance	Realisasi yang Dihasilkan / Resulting Realization	Target yang Ditetapkan / Set Targets (%)	Pencapaian yang Dicatatkan / Recorded Achievements (%)
Pendapatan / Revenue	36.108.216.958	33.162.218.147	108,88
Laba Tahun Berjalan / Income for the Year	2.222.582.760	1.215.817.390	182,81
Aset / Assets	97.099.125.872	94.949.541.567	102,26
Liabilitas / Liabilities	61.774.463.399	59.739.409.558	103,41
Ekuitas / Equity	35.324.662.473	35.210.132.009	100,33

REALISASI PROGRES INVESTASI TAHUN 2024

Progres investasi terealisasi sebesar Rp11,07 triliun atau 68,9% terhadap anggaran tahun 2024 sebesar Rp16,07 triliun.

REALIZATION OF INVESTMENT PROGRESS IN 2024

The realization of investment progress was Rp11.07 trillion or 68.9% of the 2024 budget of Rp16.07 trillion.

KINERJA OPERASIONAL

Dari sektor operasional, kami melakukan sejumlah peningkatan pada aspek kenyamanan dan keamanan pelanggan. Di tahun 2024, KAI telah mengimplementasikan inovasi teknologi dengan menghadirkan sistem pembelian tiket melalui Access by KAI. KAI juga melakukan perbaikan terhadap substansial berupa peremajaan rel kereta api dan

OPERATIONAL PERFORMANCE

From the operational sector, we have made several improvements to the aspects of customer comfort and safety. KAI implemented technological innovation in 2024 by presenting a ticket-purchasing system through Access by KAI. KAI has also made substantial improvements in the form of rejuvenating railway tracks and improving punctuality

meningkatkan layanan ketepatan waktu. Selain itu, KAI menghadirkan inovasi berkelanjutan berupa penurunan jejak karbon (*carbon footprint*) yaitu fitur perhitungan emisi karbon pada tiket penumpang. Upaya ini dilakukan untuk meningkatkan kepercayaan masyarakat yang lebih tinggi kepada Perseroan.

Total Pendapatan terdiri dari Pendapatan Angkutan Penumpang, Angkutan Barang, Pendukung Angkutan, Non angkutan dan Kompensasi Pemerintah tahun 2024, pendapatan terealisasi sebesar Rp35,93 triliun atau 108,3% dari anggaran Rp33,16 triliun.

Di tahun 2024, kinerja operasional adalah sebagai berikut:

1. Angkutan Penumpang

Realisasi pendapatan Angkutan Penumpang sebesar Rp11,92 triliun atau 109,2% dari anggarannya sebesar Rp10,91 triliun dan volume penumpang tercapai 453.343.189 orang atau 103,0% dari anggarannya sebesar 440.119.526 orang.

- KA Utama Kelas Eksekutif realisasi pendapatan sebesar Rp5,19 triliun atau 106,4% dari anggarannya sebesar Rp4,88 triliun dan volume penumpang terealisasi 18.923.496 orang atau 101,1% dari anggarannya sebesar 18.713.274 orang.
- KA Utama Kelas Bisnis realisasi pendapatan sebesar Rp336,96 miliar atau 104,0% dari anggarannya sebesar Rp324,12 miliar dan volume penumpang terealisasi 1.804.265 orang atau 104,9% dari anggaran 1.719.635 orang.
- KA Utama Kelas Ekonomi realisasi pendapatan sebesar Rp4,33 triliun atau 118,2% dari anggarannya sebesar Rp3,66 triliun dan volume penumpang tercapai 30.524.135 orang atau 107,9% dari anggarannya 28.286.026 orang.
- KA Lokal Ekonomi realisasi pendapatan sebesar Rp2,06 triliun atau 100,8% dari anggaran Rp2,05 triliun dan volume penumpang tercapai 402.091.293 orang atau 102,7% dari anggaran 391.400.591 orang.

Hal-hal yang telah dilakukan dalam rangka meningkatkan pendapatan angkutan penumpang tahun 2024 terdiri dari:

- Strategi tarif pada masa angkutan Lebaran, Libur Idul Adha, liburan sekolah, angkutan Natal 2024 dan Tahun Baru 2025, serta pada masa *peak season* lainnya;
- Penyesuaian alokasi *subclass* TD;
- Optimalisasi stamformasi dan frekuensi KA pada *peak season*;

services. Additionally, KAI presents sustainable innovation in the form of reducing the carbon footprint, namely the carbon emission calculation feature on passenger tickets, in order to increase public trust in the Company.

Total Revenues consisting of Passenger Transportation Revenue, Goods Transportation, Transportation Support, Non-Transportation and Government Compensation in 2024 were realized at Rp35.93 trillion or 108.3% of the budget of Rp33.16 trillion.

Operational performance in 2024 is as follows:

1. Passenger Transportation

Realization of Passenger Transportation revenue was Rp11.92 trillion or 109.2% of its budget of Rp10.91 trillion and passenger volume reached 453,343,189 people or 103.0% of its budget of 440,119,526 people.

- Executive Class Main Train Revenue realization was Rp5.19 trillion or 106.4% of its budget of Rp4.88 trillion and passenger volume was realized at 18,923,496 people or 101.1% of its budget of 18,713,274 people.
- Business Class Main Train Revenue realization was Rp336.96 billion or 104.0% of its budget of Rp324.12 billion and passenger volume was realized at 1,804,265 people or 104.9% of its budget of 1,719,635 people.
- Economy Class Main Train Revenue realization was Rp4.33 trillion or 118.2% of its budget of Rp3.66 trillion and passenger volume was realized 30,524,135 people or 107.9% of its budget of 28,286,026 people.
- Local Economy Train Revenue realization was Rp2.06 trillion or 100.8% of the budget of Rp2.05 trillion and passenger volume reached 402,091,293 people or 102.7% of the budget of 391,400,591 people.

PT KAI implemented several strategic measures to boost passenger transportation revenue throughout 2024, including:

- Tariff strategy during the Lebaran transportation period, Eid al-Adha holidays, school holidays, Christmas transportation 2024 and New Year 2025, and during other peak seasons;
- Adjustment of TD subclass allocation;
- Optimization of train formation and frequency during peak season;

- d. Perjalanan KA tambahan pada saat *peak season* menyesuaikan dengan demand;
- e. Kegiatan promosi;
- f. *Reclass, rerouting* dan perjalanan kereta KA tambahan dengan melakukan penambahan;
- g. Rerouting 14 KA Argo Parahyangan menjadi KA baru untuk rute-rute potensial menjadi KA baru mulai 24 Januari 2024;
- h. Perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Denen per 25 Juli 2024;
- i. Perpanjangan relasi KA Bandara BIAS semula relasi Klaten - Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo - Madiun per 10 Desember 2024;
- j. Melakukan Investasi di bidang Sarana dan Prasarana.

Lebih lanjut, KAI mencatatkan *On-Time Performance* (OTP) kereta api penumpang yang tinggi. Perolehan ini mencapai rekor OTP sebagai yang tertinggi selama 5 tahun terakhir. Upaya ini menjadi buah keberhasilan KAI untuk terus memberikan layanan yang berkualitas dengan ketepatan waktu keberangkatan dan kedatangan. Catatan OTP kereta api penumpang selama lima tahun terakhir adalah sebagai berikut:

Tahun / Year	Keberangkatan / Departure (%)	Kedatangan / Arrival (%)
2024	99,77%	96,05%
2023	96,05%	93,98%
2022	99,71%	93,42%
2021	99,71%	92,68%
2020	99,54%	93,11%

Pencapaian ini mencerminkan posisi bisnis KAI yang terus tumbuh dan berkembang serta mengalami peningkatan secara berkelanjutan. PT KAI (Persero) berkomitmen untuk selalu meningkatkan ketepatan waktu perjalanan melalui optimalisasi sistem operasional, pemeliharaan prasarana dan sarana, serta pelatihan sumber daya manusia yang sesuai dengan kebutuhan bisnis Perusahaan.

Dalam hal frekuensi perjalanan kereta api penumpang, KAI menunjukkan tren peningkatan yang konsisten dalam kurun waktu 5 tahun terakhir. Upaya ini dilakukan KAI untuk senantiasa memenuhi permintaan masyarakat terhadap moda transportasi kereta api yang semakin baik. Berikut ini merupakan catatan perjalanan kereta api angkutan penumpang selama 5 tahun terakhir:

- d. Additional train trips during peak season according to demand;
- e. Promotional activities;
- f. *Reclass, rerouting*, and additional train trips by making additions;
- g. Rerouting 14 Argo Parahyangan trains into new trains for potential routes into new trains starting January 24, 2024;
- h. Extension of the Blambangan Ekspres train route to Pasar Senen station as of July 25, 2024;
- i. Extension of the BIAS Airport Train relationship, originally from Klaten - Adi Soemarmo Airport Station to Adi Soemarmo Airport Station - Madiun as of December 10, 2024;
- j. Making Investments in Facilities and Infrastructure:

Furthermore, KAI recorded high *On-Time Performance* (OTP) for passenger trains. This achievement reached the highest OTP record in the last 5 years. This effort is the result of KAI's success in continuing to provide quality services with punctuality in departure and arrival. Passenger train OTP records for the past five years are as follows:

This achievement reflects KAI's business position which continues to grow and develop, as well as experience constant improvement. PT KAI (Persero) is committed to always improving travel punctuality through optimizing operational systems, maintaining infrastructure and facilities, and training human resources in accordance with the Company's business needs.

In terms of passenger train travel frequency, KAI has shown a consistent increasing trend over the last 5 years. This effort is made by KAI to always meet public demand for better rail transportation modes. The following is a record of passenger train travel over the past 5 years:

Tahun / Year	Perjalanan / Travel
2024	768.990
2023	677.154
2022	608.761
2021	467.676
2020	475.942

2. Angkutan Barang

Di tahun 2024, kinerja angkutan barang menunjukkan pertumbuhan yang baik. KAI berhasil memberikan efisiensi terhadap biaya yang perlu dikeluarkan, hal ini meningkatkan minat masyarakat dalam penggunaan layanan angkutan barang. Selain itu, kapasitas gerbong yang dimiliki dapat mengangkut sekitar 50 ton barang atau setara dengan 2 truk kontainer. Kapasitas angkut ini juga menjadi faktor lainnya yang dinilai penting karena angkutan barang memerlukan kapasitas yang besar.

Sepanjang tahun 2024, realisasi pendapatan angkutan barang sebesar Rp12,80 triliun atau 98,4% dari anggarannya sebesar Rp13,01 triliun dan volume barang tercapai 69.201.670 ton atau 101,3% dari anggarannya 68.319.148 ton.

KINERJA PELAYANAN DAN KESELAMATAN

1. Waktu Peredaran Gerbong (WPG)

Realisasi waktu peredaran gerbong rata-rata 1,44 hari atau 71,8% terhadap toleransi yaitu 2,01 hari. Fakta di bawah toleransi menandakan kinerja operasi baik hal ini dikarenakan terpenuhinya gerbong SO untuk memenuhi stamformasi KA barang atas permintaan *customer*, berkurangnya kelambatan KA barang, serta memaksimalkan penggunaan gerbong SO, dan program WPG 2024.

2. Lokomotif Mogok

Realisasi frekuensi lokomotif mogok tahun 2024 terdapat 218 kejadian atau 42,8% terhadap normal kendalinya (toleransi) sebanyak 509 kejadian. Realisasi lokomotif mogok di bawah toleransi. Kategori gangguan yang terjadi pada lokomotif selama tahun 2024 yaitu sistem kontrol listrik (L) 74 kali, motor diesel (MD) 61 kali, traksi motor (TM) 31 kali, sistem udara tekan (SUT) 18 kali, main generator (MG) 14 kali, *Governor* (GOV) sebanyak 9 kali, mekanik bawah (MB) 7 kali, dan mekanik atas (MA) 4 kali. Fakta di bawah toleransi menunjukkan kinerja yang lebih baik, disebabkan karena peningkatan frekuensi perawatan

2. Freight Transport

In 2024, the freight transport displayed good growth. KAI has succeeded in providing efficiency in terms of necessary incurred costs, increasing public interest in using freight transport services. In addition, the capacity of carriages owned can transport around 50 tons of goods or the equivalent of 2 container trucks. This transport capacity is also another factor deemed important due to the large capacity required in freight transport.

Throughout 2024, the realization of freight transportation revenue was Rp12.80 trillion or 98.4% of the budget of Rp13.01 trillion and the volume of goods reached 69,201,670 tons or 101.3% of the budget of 68,319,148 tons.

SERVICE AND SAFETY PERFORMANCE

1. Wagon Turnaround Time (WTT)

The average wagon turnaround time realization was 1.44 days or 71.8% against the tolerance of 2.01 days. The fact that it was below tolerance indicates good operational performance due to the availability of SO wagons to meet freight train formation requests from customers, reduced freight train delays, maximized utilization of SO wagons, and implementation of the 2024 WTT program.

2. Locomotive Breakdowns

In 2024, there were 218 locomotive breakdown incidents or 42.8% against the control limit (tolerance) of 509 incidents. The breakdown occurrences were below tolerance. The categories of locomotive failures during 2024 were: electrical control system (L) 74 times, diesel engine (MD) 61 times, traction motor (TM) 31 times, compressed air system (SUT) 18 times, main generator (MG) 14 times, governor (GOV) 9 times, undercarriage mechanical (MB) 7 times, and superstructure mechanical (MA) 4 times. The below-tolerance performance shows improved results, caused by increased frequency of

lokomotif yang dilakukan secara berkala dan optimal serta adanya kontrak kerjasama *spare part* perawatan sarana dengan pabrik.

3. Kecelakaan KA

Selama periode tahun 2024 terjadi 5 kali kejadian kecelakaan KA yang terdiri dari: Daop 1 Jakarta 1 kejadian, Daop 2 Bandung 2 kejadian, Daop 8 Surabaya 1 kejadian, dan Divre I Sumatera Utara 1 kejadian. Manajemen senantiasa melakukan evaluasi penyebab kecelakaan tersebut dan memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal, memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI, serta mengimplementasikan sistem manajemen keselamatan perkeretaapian.

Rata-rata Kelambatan KA

a) KA Penumpang

KA penumpang berangkat mengalami kelambatan 0,09 menit dari toleransi 0,30 menit, dan KA penumpang datang lebih cepat 3,54 menit dari toleransi kelambatan 2,00 menit. Realisasi kelambatan KA penumpang berangkat dan datang di bawah toleransi (tercapai), dikarenakan adanya peningkatan kualitas prasarana, perubahan Gapeka per 1 Juni 2023, dan rendahnya gangguan operasional.

b) KA Barang

KA barang berangkat lebih cepat rata-rata 76,37 menit dari toleransi kelambatan 5,00 menit dan KA barang datang lebih cepat 75,41 menit dari toleransi kelambatan 10,00 menit. Realisasi kelambatan untuk keberangkatan dan kedatangan KA barang di bawah toleransi. Hal ini karena adanya koordinasi dan pengawasan SOP bongkar/muat angkutan barang antara unit operasi dan Komersial guna menekan andil kelambatan yang diakibatkan oleh faktor tunggu bongkar/muat angkutan barang, serta taktis dalam pengaturan penyusulan/persilangan.

Rata-rata Ketepatan KA

a) KA Penumpang

Realisasi KA Penumpang berangkat adalah 99,77% dari anggaran 99,09%, dan realisasi KA Penumpang datang adalah 96,05% dari toleransi ketepatan 92,00%. Realisasi presentasi ketepatan KA penumpang berangkat dan KA penumpang datang di atas toleransi. Hal ini dikarenakan adanya beberapa peningkatan pengawasan program KA Berangkat dan KA Datang tepat waktu serta berkurangnya gangguan sarana dan prasarana.

periodic locomotive maintenance and optimization as well as spare parts maintenance cooperation agreements with manufacturers.

3. Train Accidents

During 2024, there were 5 train accident incidents consisting of: Daop 1 Jakarta 1 incident, Daop 2 Bandung 2 incidents, Daop 8 Surabaya 1 incident, and Divre I North Sumatra 1 incident. Management continuously evaluates the causes of these accidents and ensures they do not recur through coordination with external parties, ensuring the safety culture is understood and implemented by all KAI personnel, and implementing railway safety management systems.

Average Train Delays

a) Passenger Trains

Departing passenger trains were delayed by 0.09 minutes against the tolerance of 0.30 minutes, and arriving passenger trains were 3.54 minutes early against the delay tolerance of 2.00 minutes. The realization of passenger train departure and arrival delays was below tolerance (target achieved), due to improved infrastructure quality, timetable changes (Gapeka) effective June 1, 2023, and low operational disruptions.

b) Freight Trains

Departing freight trains were on average 76.37 minutes early against the delay tolerance of 5.00 minutes, and arriving freight trains were 75.41 minutes early against the delay tolerance of 10.00 minutes. The realization of freight train departure and arrival delays was below tolerance. This was due to coordination and supervision of loading/unloading SOPs between operations and Commercial units to reduce delays caused by loading/unloading wait times, as well as tactical management of train overtaking/crossing.

Average Train Punctuality

a) Passenger Trains

The realization of departing passenger train punctuality was 99.77% against the target of 99.09%, and the realization of arriving passenger train punctuality was 96.05% against the punctuality tolerance of 92.00%. The percentage realization of departing and arriving passenger train punctuality was above tolerance. This was due to several improvements in monitoring on-time departure and arrival programs as well as reduced rolling stock and infrastructure disruptions.

b) KA Barang

Realisasi ketepatan KA Barang berangkat adalah 95,12% dari anggaran 88,00%, dan realisasi KA Barang datang adalah 90,18% dari toleransi ketepatan 85,00%. Realisasi persentase ketepatan KA barang berangkat dan datang di atas anggaran, menunjukkan kinerja yang baik. Hal ini karena adanya koordinasi dan pengawasan SOP bongkar/muat angkutan barang antara unit operasi dan komersial guna menekan andil kelambatan yang diakibatkan oleh faktor tunggu bongkar/muat angkutan barang, serta taktis dalam pengaturan penyusulan/persilangan.

b) Freight Trains

The realization of departing freight train punctuality was 95.12% against the target of 88.00%, and the realization of arriving freight train punctuality was 90.18% against the punctuality tolerance of 85.00%. The percentage realization of departing and arriving freight train punctuality was above target, showing good performance. This was due to coordination and supervision of loading/unloading SOPs between operations and commercial units to reduce delays caused by loading/unloading wait times, as well as tactical management of train overtaking/crossing.

Penerapan Strategi dan Kebijakan Strategis Perusahaan

Implementation of the Company's Strategic Strategies and Policies

Penerapan taktik bisnis yang tepat bersama dengan kebijakan yang sesuai adalah faktor kunci keberhasilan Perseroan dalam meraih hasil positif di tengah dinamisnya perkembangan bisnis usaha, terutama dalam sektor industri perkeretaapian di Indonesia. Di sepanjang tahun 2024, KAI mampu menghadapi setiap tantangan, baik yang berasal dari dalam maupun luar. Dengan langkah strategis, KAI mampu memberikan kinerja yang baik yang berorientasi pada pengendalian keuangan dan meningkatkan mutu layanan.

Implementation of correct business tactics coupled with appropriate policies is the key factor to the Company's success in achieving positive results amidst the dynamic business development, especially in the railway industry sector in Indonesia. Throughout 2024, KAI managed to face every internal and external challenge. With strategic steps, KAI is capable of providing good performance oriented towards financial control and improving service quality.

Kami memahami bahwa penerapan strategi yang baik diiringi dengan kebijakan yang strategis tepat mampu memberikan peningkatan atas kinerja Perseroan di tahun 2024. Selain itu, kinerja baik ini berdampak positif terhadap pemangku kepentingan, termasuk pekerja dan masyarakat.

We are aware that the implementation of good strategies accompanied by the right strategic policies may improve the Company's performance in 2024. Moreover, this good performance has a positive impact on stakeholders, including employees and the community.

Di tahun 2024, strategi dan kebijakan strategis yang dilakukan KAI adalah sebagai berikut:

Program Strategis

1. Optimalisasi Pengelolaan dan Penyerapan Investasi Pengembangan dan Bisnis Eksisting;
2. Peningkatan angkutan barang Sumatera Selatan;
3. Penyelesaian Implementasi Energi Baru Terbarukan di Stasiun dan BY;
4. Penyelesaian Penataan Stasiun, Rumah Istirahat & Griya Karya;
5. *Launching* aplikasi *Rail Investment* dan Digital RAB untuk proses investasi yang lebih terukur, efektif, dan efisien;
6. Pelaksanaan program Communication Campaign 2024 dengan tema besar "Keselamatan - Keamanan - Kenyamanan";
7. Optimalisasi Penyerapan Investasi Pengembangan dan Bisnis Eksisting;

In 2024, the strategic strategies and policies carried out by KAI are as follows:

Strategic Programs

1. Optimization of management and absorption of development and existing business investments;
2. Enhancement of freight transportation in South Sumatra;
3. Completion of renewable energy implementation at stations and workshops;
4. Completion of station arrangement, rest houses & griya karya;
5. Launch of rail investment application and digital rab for more measurable, effective, and efficient investment processes;
6. Implementation of 2024 communication campaign program with the main theme "Safety - Security - Comfort";
7. Optimization of development and existing business investment absorption;

8. Penyelesaian Kajian – Kajian Pengembangan Bisnis dan Optimalisasi Aset KAI; 9. Melakukan Kajian – kajian dan Pengelola Kawasan Stasiun sebagai Master Developer, Penetapan Threshold Kewenangan Persetujuan Kerjasama atas Pendayagunaan Aset Tetap; 10. Peningkatan angkutan barang Sumatera Selatan: - Pengadaan Lokomotif dan Gerbong (GD) 54 T; - Penyelesaian Proyek Batubara Kramasan; - Pembangunan <i>Double Track</i>; - Peningkatan Kapasitas Lintas dengan Pembangunan <i>Intermediate Block</i>.	8. Completion of business development studies and kai asset optimization; 9. Conducting studies and managing station areas as master developer, establishing authority thresholds for fixed asset utilization cooperation approvals; 10. Enhancement of freight transportation in South Sumatra: - Procurement of 54T Locomotives and Wagons (GD); - Completion of Kramasan Coal Project; - Double track construction; - Line capacity improvement through intermediate block construction.

Strategi Peningkatan Kinerja Penyerapan RKAP Investasi tahun 2024

1. Komitmen dan kesepakatan bersama serta berkolaborasi menjalin kerja sama untuk mencapai kinerja terbaik;
2. Melaksanakan tertib dokumentasi mempersiapkan seluruh proses administrasi sesuai prosedur;
3. Fokus terhadap target pencapaian penyelesaian tepat waktu proyek investasi;
4. Menjalinkan komunikasi yang baik dan intens dengan seluruh pihak;
5. Menyusun *Timeline Detail* dan Mengajukan usulan tepat waktu;
6. Segera mengambil keputusan terhadap permasalahan yang terjadi;
7. Manajemen *stakeholder*, Melakukan koordinasi dan sinkronisasi dengan seluruh pihak;
8. Fleksibilitas, efektif dan efisien dalam bekerja;
9. Melakukan evaluasi dan membuka ruang diskusi dalam mencari solusi terhadap permasalahan yang terjadi serta mendorong percepatan dan selalu disiplin dalam melakukan eksekusi sesuai target waktu;
10. Membuat dan menyusun perencanaan pekerjaan secara detail, komprehensif dan berkelanjutan.

Strategi Investasi

Upaya yang telah dilakukan untuk mencapai anggaran investasi, di antaranya:

1. Melakukan koordinasi dengan pengusul/user dan unit terkait;
2. Melakukan koordinasi dengan Daop/Divre terkait dengan pengalihan proses pekerjaan;
3. *Follow Up* calon vendor yang belum mengirimkan surat minat;
4. Penyatuan rencana investasi dalam satu rencana kegiatan investasi yang saling berkaitan;
5. Percepatan penyelesaian proses Bid (Proses PBJ) hingga kontrak;

2024 RKAP Investment Absorption Performance Improvement Strategy

1. Commitment and mutual agreement to collaborate in achieving optimal performance;
2. Implementation of proper documentation by preparing all administrative processes according to procedures;
3. Focus on achieving timely completion of investment projects;
4. Establishing good and intensive communication with all parties;
5. Preparing detailed timelines and submitting proposals on time;
6. Prompt decision making on emerging issues;
7. Stakeholder management through coordination and synchronization with all parties;
8. Flexibility, effectiveness, and efficiency in work execution;
9. Conducting evaluations and opening discussion spaces to find solutions to problems while encouraging acceleration and maintaining discipline in execution according to target timelines;
10. Creating and preparing detailed, comprehensive and sustainable work plans.

Investment Strategy

Efforts made to achieve investment budget targets include:

1. Coordinating with proponents/users and related units;
2. Coordinating with Daop/Divre regarding work process transfers;
3. Following up with potential vendors who have not submitted letters of interest;
4. Consolidating investment plans into one interrelated investment activity plan;
5. Accelerating bid process completion (pbj process) until contract stage;

6. Pemantauan *delivery* (BAST/BASTO);
7. Evaluasi dokumen tender dan penentuan metode pengadaan akan dilakukan klarifikasi kepada calon penyedia agar dipastikan dapat memenuhi persyaratan administrasi dan teknis;
8. Berkoordinasi aktif dengan *stakeholder* terkait dan Pemenuhan dokumen-dokumen pendukung dalam rangka mendukung aksi korporasi setoran modal sesuai dalam pemenuhan pelaksanaannya sesuai *Good Corporate Governance* (GCG);
9. Berkoordinasi aktif dengan unit terkait, *stakeholder* dan juga pemegang saham lainnya dalam mendapatkan kepastian, dan percepatan realisasi anggaran;
10. Mendorong unit pengusul untuk mulai menerapkan manajemen proyek dalam pelaksanaan pekerjaan, berupa kegiatan FGD;
11. *Monitoring* Berkelanjutan terhadap seluruh proses mulai dari usulan s.d BAST dan pembayaran.

Program Kerja

1. Pengembangan Angkutan Barang khususnya pengembangan terminal barang berbasis kereta api & Pengembangan Kereta Perkotaan Baru untuk mendukung peningkatan potensi Bisnis Baru bagi Perusahaan;
2. Pencapaian serapan dan penyelesaian investasi 2024 sesuai target *timeline*;
3. Mendukung program *safety* melalui upaya peningkatan fungsi layanan bangunan griya karya di daerah dan pemenuhan tempat istirahat *non crew*;
4. Melakukan *monitoring* secara berkala terhadap penyelenggaraan investasi.

Lebih lanjut, KAI memperkuat langkah strategis dengan kembali menyusun visi dan misi yang tertuang di dalam Rencana Jangka Panjang Perusahaan (RJPP) untuk tahun 2025-2029. Penyusunan ini dilakukan sebagai bagian dari komitmen KAI agar senantiasa beradaptasi dengan perubahan lingkungan bisnis yang semakin dinamis, termasuk perkembangan teknologi digital dan kebutuhan masyarakat *modern* yang berorientasi pada kenyamanan, keamanan, dan kemudahan.

Untuk mendukung tujuan jangka panjang tersebut, PT KAI (Persero) telah merumuskan semangat "*Driving Sustainable Transportation, Enhancing People's Lives*" yang juga dijadikan sebagai visi KAI untuk tahun mendatang. Semangat dan tujuan ini mencerminkan kesungguhan KAI untuk terus berkontribusi melestarikan aspek keberlanjutan, yang mencakup finansial, perencanaan, dan lingkungan. KAI bertekad untuk membuat

6. Delivery Monitoring (BAST/BASTO);
7. Tender document evaluation and procurement method determination through clarification with potential providers to ensure administrative and technical requirements fulfillment;
8. Active coordination with related stakeholders and supporting document fulfillment to support corporate capital deposit actions in accordance with Good Corporate Governance (GCG) implementation;
9. Active coordination with related units, stakeholders and other shareholders to obtain certainty and accelerate budget realization;
10. Encouraging proponent units to begin implementing project management in work execution through FGD activities;
11. Continuous monitoring of all processes from proposal to BAST and payment.

Work Programs

1. Freight transportation development, especially railway-based freight terminal development & new urban railway development to support new business potential for the Company;
2. Achievement of 2024 investment absorption and completion according to target timeline;
3. Supporting safety programs through efforts to improve regional griya karya building service functions and non-crew resting place fulfillment;
4. Conducting periodic monitoring of investment implementation.

Furthermore, KAI strengthened its strategic steps by re-formulating the vision and mission contained in the 2025-2029 Company Long-Term Plan (RJPP). This formulation is carried out as part of KAI's commitment to always be adaptive to changes in the increasingly dynamic business environment, including the digital technology development and the needs of modern society oriented towards comfort, safety, and convenience.

PT KAI (Persero) has formulated the spirit of "*Driving Sustainable Transportation, Enhancing People's Lives*" to support the aforementioned long-term goals, which is also utilized as KAI's vision for the coming year. This spirit and goal reflect KAI's sincerity in continually contributing to preserving sustainability aspects, including finance, planning, and the environment. KAI is determined to make a real difference in

perbedaan nyata dalam pengalaman sehari-hari jutaan penumpang yang menggunakan layanan KAI sebagai akses mobilisasi mereka.

the daily experience of millions of passengers who use KAI services as their access to mobilization.

Peran Direksi dalam Perumusan Strategi dan Kebijakan Strategis Perusahaan

The Role of the Board of Directors In Formulation of the Company's Strategic Strategies and Policies

Direksi berperan penting dalam proses perumusan strategi dan kebijakan strategis Perseroan. Perumusan strategi dan kebijakan strategis Perseroan disusun setiap tahunnya, berdasarkan arahan Dewan Komisaris dan Pemegang Saham. Direksi merumuskan strategi dan kebijakan strategi yang dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP).

RJPP disusun sebagai pedoman dalam menjalankan kegiatan operasional secara terarah dan berkesinambungan, guna mencapai visi dan misi Perseroan. RJPP juga menjadi acuan utama bagi Direksi dalam menetapkan langkah-langkah strategis agar seluruh aktivitas operasional mendukung pencapaian tujuan jangka panjang perusahaan.

Pada tahun 2024, Perseroan telah memiliki 4 (empat) strategi yang telah dijalankan yaitu strategi ESG (*Environmental, Social and Governance*), strategi manajemen risiko, strategi transformasi digital dan strategi pertumbuhan. Adapun keempat strategi tersebut telah sejalan dengan tujuan strategis yang tercantum dalam RJPP 2020-2024. KAI telah menetapkan tujuan strategis utama yang tercantum dalam RJPP, di antaranya meningkatkan pangsa pasar, meningkatkan nilai manfaat uang, transformasi kualitas layanan dan keamanan, mewujudkan keberlanjutan finansial serta tercapainya sinergi (termasuk sinergi antar BUMN).

Direksi memastikan bahwa program yang dijalankan sepanjang tahun 2024 berjalan sesuai dengan strategi dan kebijakan strategis yang telah ditetapkan. Direksi bertanggung jawab dalam mengomunikasikan strategi yang telah dirumuskan kepada seluruh jajaran manajemen dan memastikan implementasinya secara konsisten di seluruh lini operasional.

Selain itu, untuk melakukan perencanaan strategis dan kebijakan strategis, Direksi juga melakukan pengawasan dan evaluasi atas pelaksanaan investasi yang telah ditetapkan dalam RJPP. Direksi memantau pelaksanaan kebijakan strategis melalui evaluasi kinerja secara berkala, serta melakukan penyesuaian strategi bila diperlukan guna menjaga relevansi dan ketahanan perusahaan dalam menghadapi

The Board of Directors plays a crucial role in the formulation process of the Company's strategic strategies and policies. The formulation of the Company's strategic strategies and policies is prepared annually, based on the direction of the Board of Commissioners and Shareholders. The Board of Directors formulates strategic strategies and policies outlined in the Company's Long-Term Plan (RJPP).

The RJPP is prepared as a guideline for conducting operational activities in a focused and sustainable manner, in order to achieve the Company's vision and mission. The RJPP is also the main reference for the Board of Directors in determining strategic steps so that all operational activities support the achievement of the Company's long-term goals.

In 2024, the Company has 4 (four) strategies that have been implemented, namely the ESG (*Environmental, Social, and Governance*) strategy, risk management strategy, digital transformation strategy, and growth strategy. The four strategies are in line with the strategic objectives stated in the 2020-2024 RJPP. KAI has set the main strategic objectives listed in the RJPP, including increasing market share, increasing the value of money, transforming service quality and safety, realizing financial sustainability, and achieving synergy (including synergy between SOEs).

The Board of Directors ensures that the programs implemented throughout 2024 are in accordance with the strategic strategies and policies that have been set. The Board of Directors is responsible for communicating the formulated strategies to all management levels and ensuring their consistent implementation across all operational lines.

In addition, the Board of Directors supervises and evaluates the investment implementation set in the RJPP to carry out strategic planning and strategic policies. The Board of Directors monitors the implementation of strategic policies through periodic performance evaluations and makes strategic adjustments if deemed necessary to maintain the Company's relevance and resilience in facing changing

dinamika bisnis yang terus berubah. Pengawasan dan evaluasi dilakukan melalui diskusi intensif yang dilakukan baik pada rapat internal maupun rapat gabungan bersama Dewan Komisaris.

business dynamics. Supervision and evaluation are executed through intensive discussions held both at internal meetings and joint meetings with the Board of Commissioners.

Upaya Direksi Untuk Memastikan Implementasi Strategi Berjalan dengan Optimal

Board of Directors' Efforts to Ensure Optimal Strategy Implementation

Dalam menjalankan perannya, Direksi memiliki tanggung jawab untuk memastikan strategi yang telah dibuat berjalan dengan optimal. Oleh karena itu, Direksi melakukan pengawasan terhadap pelaksanaan program strategis. Direksi secara aktif melakukan rapat koordinasi secara berkala dengan manajemen untuk memastikan strategi dan kebijakan strategis dijalankan dengan baik oleh seluruh unit bisnis.

In carrying out its role, the Board of Directors is responsible for ensuring that the constructed strategies are performed optimally. Therefore, the Board of Directors supervises the implementation of strategic programs. The Board of Directors actively holds regular coordination meetings with management to ensure that strategic strategies and policies are implemented properly by all business units.

Beberapa upaya yang dilakukan Direksi untuk memastikan implementasi strategi berjalan optimal di antaranya dengan memastikan proyek-proyek strategis dilaksanakan sesuai jadwalnya, memberikan dukungan dan arahan kepada pelaksanaan investasi, melakukan *update* guna mendukung mitigasi risiko dan tindaklanjutnya, serta menetapkan realisasi pelaksanaan investasi dalam KPI.

Some of the efforts made by the Board of Directors to ensure optimal strategy implementation include ensuring that strategic projects are implemented according to schedule, providing support and direction for investment implementation, conducting updates to support risk mitigation and follow-up, and determining the realization of investment implementation in KPIs.

Pada layanan angkutan barang, KAI mengambil langkah strategi dengan meningkatkan penggunaan teknologi dan sistem informasi dengan lebih optimal. Melalui pemanfaatan teknologi yang lebih andal, diharapkan dapat berdampak baik terhadap operasional. Sehingga akan menghasilkan kapasitas angkutan barang yang lebih efisien dengan keandalan layanan yang terbaik, serta mampu mengurangi kemacetan di jalur-jalur padat. Pada tahun 2024, Perseroan menggunakan sistem angkutan barang berbasis digital (*Rail Cargo Access*), peningkatan frekuensi KA yang semula 14 KA menjadi 16 KA, hingga penambahan hari operasi pada beberapa mitra.

In freight transport services, KAI takes strategic steps by increasing the use of technology and information systems more optimally. The use of more reliable technology is expected to have a positive impact on operations. Thus, it may produce a more efficient freight transport capacity with the best service reliability, and be able to reduce congestion on busy routes. In 2024, the Company utilized a digital-based freight transport system (*Rail Cargo Access*), increasing the frequency of trains from 14 trains to 16 trains, and adding operating days to several partners.

Pada layanan angkutan penumpang, Perseroan melakukan berbagai strategi untuk meningkatkan kinerja angkutan penumpang dan meningkatkan daya saing di antara moda transportasi lainnya seperti pesawat maupun bus antar kota. KAI melakukan peningkatan layanan guna meningkatkan kepuasan pelanggan seperti inovasi *Face Recognition Boarding Gate*, pengembangan aplikasi *Access by KAI*, pengadaan KA Luxury, penerapan *marketing automation*, serta peremajaan sarana 612 kereta. Selain itu di tahun 2024 KAI juga meningkatkan promosi baik secara *online* maupun *offline* untuk menarik minat pelanggan.

The Company implements various strategies in passenger transport services to improve passenger transport performance and increase competitiveness among other modes of transportation such as airplanes and intercity buses. KAI is improving services to increase customer satisfaction such as the *Face Recognition Boarding Gate* innovation, developing the *Access by KAI* application, procuring Luxury Trains, implementing marketing automation, and rejuvenating 612 train facilities. Additionally, KAI increased online and offline promotions in 2024 to attract customer interest.

KAI berkomitmen untuk memperkuat infrastruktur dan layanan KAI secara digital. Dengan mengoptimalkan penggunaan teknologi, KAI mampu meningkatkan efisiensi operasional, menghadirkan kenyamanan pengguna, dan keamanan layanan. Langkah ini menjadi bagian dari strategi adaptif Perseroan dalam menghadapi dinamika industri, sekaligus memperkuat daya saing di era transformasi digital yang terus berkembang.

Tantangan yang Dihadapi Perusahaan

Challenges Faced by the Company

Dalam pelaksanaan tugas dan tanggung jawab sepanjang tahun 2024, Direksi PT Kereta Api Indonesia (Persero) menghadapi sejumlah tantangan strategis dan operasional yang berdampak langsung terhadap pencapaian *Key Performance Indicators* (KPI) sebagaimana tertuang dalam Kontrak Manajemen Kolegial. Tantangan tersebut mencerminkan kompleksitas pengelolaan korporasi dalam konteks transformasi bisnis, eksekusi proyek strategis nasional, serta tuntutan akuntabilitas yang tinggi dalam pemanfaatan dana negara melalui Penyertaan Modal Negara (PMN).

1. Kompleksitas Eksekusi Proyek Strategis PMN

Direksi mengelola sejumlah proyek berskala nasional seperti LRT Jabodebek, Kereta Cepat Jakarta-Bandung (KCJB), serta pengadaan sarana KRL Jabodetabek. Pelaksanaan proyek-proyek ini menuntut koordinasi lintas entitas dan kementerian, ketepatan waktu penyelesaian, serta kepatuhan terhadap standar teknis dan administratif. Kendala yang dihadapi meliputi dinamika pelaksanaan fisik di lapangan, proses pengadaan yang harus memenuhi tingkat kandungan dalam negeri (TKDN), serta penyesuaian terhadap perubahan skema pembiayaan.

2. Tantangan Keseimbangan Finansial dan Pengelolaan Leverage

Beberapa indikator keuangan utama seperti EBITDA, ROIC-WACC, serta rasio *Interest Bearing Debt* mengindikasikan bahwa perusahaan berada dalam fase pemulihan sekaligus ekspansi. Direksi perlu menjaga stabilitas arus kas operasional di tengah beban utang dan kewajiban investasi jangka panjang. Upaya *balancing* antara solvabilitas dan agresivitas pertumbuhan menjadi salah satu tantangan kunci yang memerlukan pengelolaan keuangan yang disiplin dan fleksibel.

KAI is committed to strengthening KAI's infrastructure and services digitally. By optimizing the use of technology, KAI is able to increase operational efficiency and provide both user comfort and service security. This step is part of the Company's adaptive strategy in facing industry dynamics while strengthening competitiveness in the continuously growing era of digital transformation.

In carrying out its duties and responsibilities throughout 2024, the Board of Directors of PT Kereta Api Indonesia (Persero) faced several strategic and operational challenges that directly impacted the achievement of Key Performance Indicators (KPIs) as outlined in the Collegial Management Contract. These challenges reflect the complexity of corporate management amid business transformation, execution of national strategic projects, and high accountability demands in utilizing state funds through State Capital Participation (PMN).

1. Complexity of Executing PMN Strategic Projects

The Board of Directors managed several national-scale projects, such as the LRT Jabodebek, Jakarta-Bandung High-Speed Railway (KCJB), and procurement of Jabodetabek Commuter Line (KRL) rolling stock. These projects required cross-entity and cross-ministry coordination, timely completion, and compliance with technical and administrative standards. Challenges included on-site physical execution dynamics, procurement processes that had to meet domestic content requirements (TKDN), and adjustments to financing scheme changes.

2. Financial Balance and Leverage Management Challenges

Key financial indicators such as EBITDA, ROIC-WACC, and the Interest-Bearing Debt ratio indicated that the company was in a phase of recovery and expansion. The Board of Directors needed to maintain operational cash flow stability amid long-term debt obligations and investment commitments. Balancing solvency and growth aggressiveness became a key challenge, requiring disciplined yet flexible financial management.

3. Kesiapan SDM dan Transformasi Kompetensi

Peningkatan kapasitas SDM, baik di sektor operasional maupun teknis, menjadi fokus utama. Program pelatihan dan sertifikasi tenaga kerja, terutama dalam menyongsong pengoperasian sarana berteknologi tinggi seperti KCJB dan LRT Jabodebek, menghadapi kendala berupa keterbatasan sumber daya pelatih, waktu pelatihan yang kompetitif dengan kebutuhan operasional, serta proses sertifikasi formal yang ketat dan berjenjang.

4. Percepatan Digitalisasi dan Integrasi Sistem

Direksi juga menghadapi tantangan dalam optimalisasi sistem digital. Keberhasilan implementasi sangat bergantung pada kesiapan infrastruktur, adopsi budaya digital di seluruh jajaran organisasi, serta interoperabilitas antar unit kerja dan anak perusahaan.

5. Ketergantungan pada Persetujuan Eksternal dan Dinamika Regulatoris

Beberapa rencana aksi korporasi strategis—seperti *refinancing* obligasi, penambahan PMN, serta penyertaan modal pada anak perusahaan—memerlukan persetujuan regulator dan pemegang saham. Proses yang memakan waktu, serta dinamika pasar modal dan kebijakan fiskal, menjadi faktor eksternal yang dapat memengaruhi ketepatan waktu pelaksanaan.

PENYELESAIAN ATAS KENDALA YANG DIHADAPI

Dalam menjalankan tugas dan tanggung jawab strategis selama tahun 2024, Direksi PT Kereta Api Indonesia (Persero) dihadapkan pada berbagai tantangan yang kompleks, baik dari sisi internal maupun eksternal. Namun demikian, seluruh jajaran Direksi menunjukkan komitmen tinggi untuk menyelesaikan kendala-kendala tersebut melalui serangkaian langkah terukur dan kolaboratif.

Pertama, dalam menyikapi kompleksitas pelaksanaan proyek-proyek strategis nasional yang didanai oleh Penyertaan Modal Negara (PMN), Direksi memperkuat tata kelola proyek melalui pembentukan tim pengendali yang bekerja lintas unit secara intensif. *Monitoring* berbasis milestone dilaksanakan secara berkala, disertai dengan komunikasi aktif dengan kementerian/lembaga dan mitra eksternal guna menjaga kelancaran proses pengadaan, konstruksi, hingga operasionalisasi. Koordinasi yang lebih erat juga dilakukan dengan Divisi Khusus seperti Divisi LRT Jabodebek, anak perusahaan seperti PT KCI dan perusahaan asosiasi seperti PT KCIC, khususnya untuk proyek Pengadaan Sarana KRL Baru PT KCI, LRT Jabodebek dan KCJB.

3. Workforce Readiness and Competency Transformation

Enhancing human resource capacity, both in operational and technical sectors, was a major focus. Training and certification programs, particularly in preparation for operating high-tech systems like KCJB and LRT Jabodebek, faced obstacles such as limited trainer availability, training time constraints due to operational demands, and stringent multi-level certification processes.

4. Accelerating Digitalization and System Integration

The Board of Directors also faced challenges in optimizing digital systems. Successful implementation heavily depended on infrastructure readiness, digital culture adoption across all organizational levels, and interoperability between business units and subsidiaries.

5. Dependence on External Approvals and Regulatory Dynamics

Several strategic corporate actions—such as bond refinancing, additional PMN requests, and capital injections into subsidiaries—required regulatory and shareholder approvals. Time-consuming processes, coupled with capital market dynamics and fiscal policy changes, became external factors that may affect implementation timelines.

RESOLUTION OF CHALLENGES

In executing its strategic responsibilities throughout 2024, the Board of Directors of PT Kereta Api Indonesia (Persero) encountered complex internal and external challenges. Nevertheless, the entire Board of Directors demonstrated strong commitment to addressing these obstacles through measured and collaborative steps.

First, in responding to the complexity of executing PMN-funded national strategic projects, the Board strengthened project governance by forming intensive cross-functional control teams. Milestone-based monitoring was conducted regularly, accompanied by active communication with ministries/institutions and external partners to ensure smooth procurement, construction, and operationalization processes. Closer coordination is also carried out with Special Divisions such as the Jabodebek LRT Division, subsidiaries such as PT KCI and associated companies such as PT KCIC, especially for the New KRL Facilities Procurement project of PT KCI, Jabodebek LRT and KCJB.

Kedua, dalam menjaga stabilitas keuangan di tengah tekanan rasio utang dan kebutuhan investasi yang besar, Direksi mengoptimalkan strategi pengelolaan kas dan pembiayaan jangka panjang. Berbagai opsi *refinancing* dilaksanakan secara hati-hati untuk obligasi yang jatuh tempo, disertai efisiensi pengeluaran dan peningkatan kualitas proyeksi kas. Di sisi lain, pendapatan dari layanan angkutan barang dan inisiatif sinergi BUMN logistik diperkuat sebagai sumber pendapatan berkelanjutan.

Ketiga, penguatan sumber daya manusia menjadi fokus utama dalam menjawab kebutuhan kompetensi, terutama seiring hadirnya teknologi perkeretaapian baru. Direksi melaksanakan pelatihan intensif, sertifikasi tenaga operasional, serta program transfer *knowledge* dari mitra produsen sarana. Upaya ini juga dibarengi dengan peningkatan sistem manajemen talenta berbasis kompetensi untuk memastikan regenerasi dan distribusi talenta yang merata.

Keempat, akselerasi digitalisasi menjadi pilar penting dalam menjawab tantangan yang dihadapi KAI ke depan.

Kelima, dalam menghadapi tantangan aksi korporasi dan proses persetujuan eksternal, Direksi mengambil pendekatan proaktif dengan menyusun *roadmap* aksi korporasi yang terintegrasi. Komunikasi dengan Kementerian BUMN dan regulator dilakukan secara intensif untuk mempercepat proses persetujuan dan mengantisipasi perubahan kebijakan. Ini termasuk penambahan PMN, penerbitan surat utang, dan penyertaan modal ke anak perusahaan yang strategis.

Dengan berbagai langkah tersebut, Direksi terus berupaya memastikan bahwa setiap tantangan yang muncul direspon dengan solusi yang relevan, terukur, dan berorientasi pada hasil. Seluruh upaya ini mencerminkan semangat kepemimpinan kolejal yang adaptif, berintegritas, dan berkomitmen untuk mendorong transformasi dan pertumbuhan berkelanjutan bagi perusahaan dan bangsa.

Analisis Prospek Usaha 2025

Analysis of Business Prospects 2025

Menurut laporan Internasional Monetary Fund (IMF), pertumbuhan ekonomi dunia diperkirakan akan tetap berada pada tingkat stagnan mencapai 3,3% di tahun 2025. Selain itu, tingkat bunga global diperkirakan masih akan tetap tinggi yang berpengaruh pada pengetatan likuiditas serta terbatasnya masuknya modal ke negara-negara berkembang. Selanjutnya, ketegangan geopolitik yang melibatkan Rusia dan

Second, to maintain financial stability amid debt ratio pressures and substantial investment needs, the Board optimized cash management and long-term financing strategies. Various refinancing options were carefully implemented for maturing bonds, alongside expenditure efficiency and improved cash flow projections. Meanwhile, revenue from freight services and SOE logistics synergy initiatives was strengthened as sustainable income sources.

Third, workforce development became a primary focus in addressing competency needs, especially with the introduction of new railway technologies. The Board implemented intensive training, operational staff certification, and knowledge transfer programs with rolling stock manufacturers. These efforts were complemented by a competency-based talent management system to ensure equitable talent regeneration and distribution.

Fourth, digitalization acceleration became a crucial pillar in addressing future challenges.

Fifth, in facing corporate action challenges and external approval processes, the Board adopted a proactive approach by developing an integrated corporate action roadmap. Intensive communication with the Ministry of SOEs and regulators was maintained to expedite approval processes and anticipate policy changes, including additional PMN, debt issuance, and strategic capital injections into subsidiaries.

Through these measures, the Board of Directors continues to ensure that every emerging challenge is met with relevant, measurable, and results-oriented solutions. All these efforts reflect the spirit of adaptive, integrity-driven, and committed collegial leadership, dedicated to driving sustainable transformation and growth for the Company and the nation.

According to the International Monetary Fund (IMF) report, global economic growth is expected to remain stagnant at 3.3% in 2025. Moreover, global interest rates are expected to remain high, which will affect the tightening of liquidity and the limited inflow of capital to developing countries. Furthermore, geopolitical tensions involving Russia and Ukraine and the situation in the Middle East have not subsided,

Ukraina serta situasi di Timur Tengah masih belum reda, dan persaingan antara Amerika Serikat dan Tiongkok yang tetap berlangsung juga menjadi faktor lainnya yang menyebabkan tingkat pertumbuhan ekonomi global mengalami perlambatan.

Namun kami tetap optimis dengan proyeksi pertumbuhan ekonomi nasional yang ditargetkan mencapai 5,2% dalam Anggaran Pendapatan dan Belanja Negara untuk tahun 2025. Pemerintah juga berupaya untuk menjaga tingkat inflasi sekitar 2,5% demi mempertahankan kemampuan daya beli masyarakat. Diharapkan, langkah ini akan berdampak baik pada volume penumpang kereta api dan pendapatan Perseroan.

Pemerintah terus melakukan upaya terbaiknya untuk meningkatkan layanan kereta api kepada masyarakat. Hal ini juga menjadi rencana pemerintah di tahun 2025 untuk melakukan sejumlah kebijakan, termasuk menetapkan anggaran *Public Service Obligation* (PSO) untuk kereta api sebesar Rp4,79 triliun. Anggaran ini akan dialokasikan untuk mendukung ketersediaan tiket mudik lebaran 2025 dan agenda istimewa lainnya. Kebijakan ini bertujuan untuk menjaga aksesibilitas atau keterjangkauan terhadap layanan transportasi publik, terutama bagi sebagian masyarakat yang akan menggunakan kereta api sebagai moda utamanya.

Mengamati prospek usaha tersebut, kami melihat peluang bisnis kereta api di Indonesia masih sangat besar, berkat dukungan dari pemerintah melalui sejumlah program dan kebijakan strategisnya, kami optimis dapat meraih pencapaian kinerja yang optimal. Untuk memastikan realisasi tersebut dapat dicapai, kami telah menyusun strategi yang relevan untuk merespons prospek usaha di masa mendatang, antara lain:

1. Melakukan penyesuaian aktivitas operasional dengan penerapan transformasi digital yang berkualitas, konsep keberlanjutan yang mengedepankan aspek sosial, ekonomi, dan lingkungan, serta menganalisis potensi risiko yang dapat timbul di sepanjang tahun mendatang;
2. Meningkatkan sistem pengendalian internal untuk memastikan manajemen keuangan dapat berjalan dengan optimal;
3. Merancang program strategis *Behaviour Based Safety* (BSS) untuk menekan terjadinya human error;
4. Melakukan pengembangan jaringan perkeretaapian nasional yang mencapai 10.524 Km secara akumulatif total pada 2030, yang mana sepanjang 3.755 Km difungsikan untuk jaringan kota/perkotaan;

and the ongoing competition between the United States and China are also other factors causing the global economic growth rate to slow down.

However, we remain optimistic about the national economic growth projection which is targeted to reach 5.2% in the State Budget for 2025. The government is also trying to maintain the inflation rate at around 2.5% to maintain people's purchasing power. It is hoped that this step will have a good impact on the volume of train passengers and the Company's revenue.

The government continuously makes its best efforts to improve train services to the public. This is also the government's plan in 2025 to implement a number of policies, including setting a Public Service Obligation (PSO) budget for trains of Rp4.79 trillion. This budget will be allocated to support the availability of 2025 Eid homecoming tickets and other special agendas. This policy aims at maintaining accessibility or affordability to public transportation services, especially for some people who will use trains as their main transportation mode.

Observing the business prospects, we view that the railway business opportunities in Indonesia are still very large, thanks to the support of the government through several strategic programs and policies, and we are confident that we can achieve optimal performance. To ensure that this realization can be achieved, we have prepared relevant strategies to respond to future business prospects, including:

1. Adjusting operational activities with the implementation of quality digital transformation, sustainability concepts that prioritize social, economic, and environmental aspects, and analyzing potential risks that may arise throughout the coming year;
2. Improving the internal control system to ensure that financial management can run optimally;
3. Designing a strategic Behavior Based Safety (BSS) program to reduce human error;
4. Developing a national railway network that will reach 10,524 km cumulatively in total by 2030, of which 3,755 km will be used for city/urban networks;

5. Menerapkan skenario penggunaan energi pada transportasi perkeretaapian di tahun 2030 yang berbasis pulau dengan porsi listrik 90% dan berbasis perkotaan dengan porsi listrik sebesar 100%;
6. Mengadopsi teknologi prasarana dan konstruksi, pengembangan *roadmap* teknologi & industri kereta, penguasaan teknologi perawatan prasarana kereta standar internasional, dan lain-lain; dan
7. Memastikan keselamatan dan keamanan penumpang berupa *monitoring* dan evaluasi penyelenggaraan perkeretaapian, pengembangan manajemen sistem keamanan dalam penyelenggaraan perkeretaapian, pengujian dan sertifikasi sarana dan prasarana, serta fasilitas pendukung lainnya, dan lain-lain.

Selain itu, prospek industri jasa transportasi semakin menantang dengan kondisi global yang penuh dengan ketidakpastian dan kondisi makro ekonomi dan tingkat persaingan antarmoda yang semakin berkembang dan memberikan berbagai inovasi peningkatan pelayanan kepada penumpang.

Dari pencapaian yang terjadi di tahun 2024, Direksi optimis untuk melakukan pertumbuhan perusahaan dengan melakukan investasi pada sarana perkeretaapian dan fasilitas pendukung lainnya. Upaya ini sesuai dengan visi dan misi perusahaan, dimana PT KAI tetap menjadikan kereta api sebagai moda pilihan masyarakat Indonesia yang mengedepankan keselamatan, ketepatan waktu dan kenyamanan, ramah lingkungan, terus mengembangkan sumber daya dan teknologi, serta berperan aktif dalam pengembangan transportasi antarmoda berkelanjutan.

Penerapan Tata Kelola Perusahaan

Implementation of Corporate Governance

Secara berkelanjutan Direksi berkomitmen dalam penerapan tata kelola Perusahaan yang baik dengan mengedepankan praktik-praktik tata kelola perusahaan yang baik dengan pemenuhan aturan-aturan yang berlaku termasuk di dalamnya penyesuaian sistem dan prosedur bisnis terhadap aturan yang terbaru.

5. Implementing an energy usage scenario for railway transportation in 2030 that is island-based with 90% electricity and urban-based with 100% electricity;
6. Adopting infrastructure and construction technology, developing a roadmap for railway technology & industry, mastering international standard railway infrastructure maintenance technology, etc.; and
7. Ensuring passenger safety and security in the form of monitoring and evaluation of railway operations, developing security system management in railway operations, testing and certification of facilities and infrastructure, and other supporting facilities, etc.

In addition, the prospects for the transportation services industry are increasingly challenging with uncertain global conditions and macroeconomic conditions and the level of competition between modes that are increasingly developing and providing various innovations to improve services to passengers.

From the achievements in 2024, the Board of Directors is optimistic about growing the company by investing in railway facilities and other supporting facilities. This effort is in accordance with the Company's vision and mission, where PT KAI (Persero) continues to make trains the preferred mode of transportation for the Indonesian people who prioritize safety, punctuality and comfort, are environmentally friendly, while continuing to develop resources and technology and play an active role in the development of sustainable intermodal transportation.

The Board of Directors remains steadfast in its commitment to implementing Good Corporate Governance (GCG) by prioritizing best governance practices and ensuring compliance with all applicable regulations, including the continuous adjustment of business systems and procedures to align with the latest regulatory requirements.

Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) yang merupakan mandatory dari Peraturan Menteri BUMN No. 2/MBU/2023 WAJIB dijadikan sebagai pondasi bagi seluruh tingkat dan jenjang organisasi dalam menjalankan tugas sehari-hari. Implementasi GCG tidak hanya wajib dilaksanakan oleh Direksi (beserta manajemen pendukungnya) tapi juga wajib diterapkan oleh aspek Dewan Komisaris dan Pemegang Saham (Kementerian BUMN).

Selain sebagai pedoman tata kelola yang baik, implementasi GCG merupakan sebuah kewajiban sesuai dengan Peraturan Menteri BUMN No. 2/MBU/2023. Peraturan tersebut wajib dijadikan pondasi bagi seluruh tingkat dan jenjang organisasi dalam menjalankan tugas sehari-hari. Implementasi GCG tidak hanya wajib dilaksanakan oleh Direksi beserta manajemen pendukungnya saja, melainkan wajib diterapkan oleh seluruh organ tata kelola termasuk Dewan Komisaris dan Pemegang Saham yakni Kementerian BUMN.

Penerapan GCG yang dilakukan oleh Perseroan, mengacu pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Dengan menerapkan kelima prinsip tersebut, diharapkan dapat meningkatkan nilai perusahaan dan kepercayaan pemangku kepentingan terhadap pengelolaan Perseroan secara optimal.

Sejak tahun 2012, PT KAI melaksanakan pengukuran efisiensi dan efektivitas implementasi GCG dengan skor awal 70 predikat cukup baik, dan secara terus menerus melakukan perbaikan-perbaikan sehingga tren skor setiap tahun meningkat. Pada tahun 2024 pengukuran efisiensi dan efektivitas penerapan GCG dilaksanakan oleh pihak eksternal yakni Perwakilan Badan Pengawasan Keuangan dan Pembangunan (BPKP) Jawa Barat. Perseroan berhasil meraih skor sebesar 93,017 dengan kategori sangat baik. Capaian ini menunjukkan komitmen dan implementasi penerapan GCG di PT KAI telah dijalankan secara efektif dan efisien.

Dalam menjalankan tugas dan fungsinya Direksi di bantu oleh organ pendukung. Direksi menyadari bahwa organ pendukung merupakan bagian penting dalam mendukung pencapaian tujuan Perseroan. Terdapat 2 (dua) organ pendukung Direksi yaitu Sekretaris Perusahaan dan Satuan Pengawas Intern. Direksi memandang bahwa Sekretaris Perusahaan dan Satuan Pengawas Intern memiliki peran strategis sebagai elemen

The implementation of Good Corporate Governance, as mandated by Minister of SOEs Regulation No. 2/MBU/2023, serves as the fundamental foundation for all organizational levels in carrying out their daily responsibilities. GCG implementation is not only mandatory for the Board of Directors (along with supporting management) but must also be comprehensively applied by the Board of Commissioners and Shareholders (Ministry of SOEs).

In addition to being a guideline for good governance, the GCG implementation is an obligation following the Regulation of the Minister of State-Owned Enterprises No. 2/MBU/2023, which must be utilized as a foundation for all organizational levels in carrying out daily tasks. The GCG implementation is not only mandatory for the Board of Directors and its supporting management, but it must be implemented by all governance organs, including the Board of Commissioners and Shareholders, namely the Ministry of State-Owned Enterprises.

The GCG implementation carried out by the Company refers to 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness. Implementing these five principles is expected to increase the Company's value and stakeholder trust in the Company's management optimally.

Since 2012, PT KAI has been measuring the efficiency and effectiveness of GCG implementation with an initial score of 70, which is quite good, and has continuously made improvements to ensure that the score trend increases every year. In 2024, the measurement of the efficiency and effectiveness of GCG implementation was carried out by an external party, namely the Representative of the Financial and Development Supervisory Agency (BPKP) of West Java. The Company managed to achieve a score of 93.017 with a very good category. This achievement indicates that the commitment and application of GCG implementation at PT KAI have been carried out effectively and efficiently.

In carrying out its duties and functions, the Board of Directors is assisted by supporting organs. The Board of Directors realizes that supporting organs are an important part of supporting the achievement of the Company's goals. There are 2 (two) supporting organs for the Board of Directors, namely the Corporate Secretary and the Internal Supervisory Unit. The Board of Directors views that the Corporate Secretary

pendukung dalam implementasi GCG, khususnya dalam memberikan saran, masukan, dan rekomendasi yang objektif untuk mendukung proses pengambilan keputusan yang tepat dan terukur.

Direksi dan Dewan Komisaris bertanggung jawab dalam memastikan implementasi tata kelola perusahaan telah sesuai dengan prinsip GCG. Untuk mendukung penerapan GCG, Perseroan menerapkan sistem manajemen risiko guna mengetahui, memantau, dan memitigasi berbagai potensi risiko yang dapat memengaruhi pencapaian tujuan perusahaan. Merujuk pada Peraturan Menteri BUMN Nomor 2 tahun 2023, KAI sebagai BUMN wajib menerapkan manajemen risiko secara efektif. Direksi juga telah menerapkan manajemen risiko dalam setiap pengambilan keputusan strategis Perusahaan dan memastikan bahwa fungsi manajemen risiko telah beroperasi secara independen. Direksi secara aktif terlibat dalam pengelolaan risiko di lingkungan perusahaan, yakni melalui penetapan kebijakan dan strategi risiko, implementasi manajemen risiko pada penyusunan RJPP dan RKAP, serta memonitor dan memastikan pelaksanaan penanganan risiko hingga pelaporan manajemen risiko.

Sepanjang tahun 2024, Kami memastikan seluruh organ Perseroan telah menjalankan tugas dan tanggung jawabnya dengan baik. Kami berkomitmen meningkatkan kualitas penerapan prinsip dan praktik GCG di seluruh lini organisasi, guna menciptakan tata kelola perusahaan yang kuat, serta dapat mendukung pertumbuhan berkelanjutan di masa depan.

PANDANGAN DIREKSI TERHADAP SISTEM MANAJEMEN RISIKO PERUSAHAAN

Dengan merujuk pada ketentuan dalam Peraturan Menteri BUMN Nomor 2 tahun 2023, dimana KAI sebagai BUMN wajib menerapkan Manajemen Risiko secara efektif yang di dalamnya meliputi pengurusan aktif oleh Direksi.

Direksi telah terlibat aktif dalam pengelolaan risiko di Perusahaan melalui penetapan kebijakan dan strategi risiko, implementasi manajemen risiko pada penyusunan RJPP dan RKAP, serta memonitor dan memastikan pelaksanaan penanganan Risiko hingga pelaporan Manajemen Risiko.

Direksi juga telah menerapkan Manajemen Risiko dalam setiap pengambilan keputusan strategis Perusahaan dan memastikan bahwa fungsi Manajemen Risiko telah beroperasi secara independen.

and the Internal Supervisory Unit have a strategic role as supporting elements in the GCG implementation, especially in providing objective advice, input, and recommendations to support the right and measurable decision-making process.

The Board of Directors and Board of Commissioners are responsible for ensuring that the implementation of corporate governance is under GCG principles. To support the GCG implementation, the Company implements a risk management system to identify, monitor, and mitigate various potential risks that may affect the achievement of the Company's goals. Referring to the Regulation of the Minister of SOEs Number 2 of 2023, KAI as a State-Owned Enterprise is required to implement risk management effectively. The Board of Directors has also implemented risk management in every strategic decision-making of the Company and guarantees that the risk management function has operated independently. The Board of Directors is actively involved in risk management in the company environment, namely through determining risk policies and strategies, implementing risk management in the preparation of RJPP and RKAP, as well as monitoring and ensuring the implementation of risk handling to risk management reporting.

Throughout 2024, We ensured that all Company organs have carried out their duties and responsibilities properly. We are committed to improving the quality of the implementation of GCG principles and practices across all lines of the organization, to create strong corporate governance and support future sustainable growth.

THE BOARD OF DIRECTORS' VIEW ON THE COMPANY'S RISK MANAGEMENT SYSTEM

In accordance with the provisions of the Minister of SOEs Regulation No.2 of 2023, KAI as a SOE is required to implement effective Risk Management which includes active management by the Board of Directors.

The Board of Directors has been actively involved in risk management in the Company through the determination of risk policies and strategies, implementation of risk management in the preparation of RJPP and RKAP, as well as monitoring and ensuring the implementation of Risk handling to Risk Management reporting.

The Board of Directors has also implemented Risk Management in every strategic decision-making of the Company and ensured that the Risk Management function has operated independently.

Lebih lanjut, sistem Tata Kelola PT KAI (Persero) telah dirancang untuk mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif.

Meskipun skor hasil pengukuran GCG sudah SANGAT BAIK namun masih ada beberapa *Area of Improvement* (AoI) atau bagian-bagian atau proses bisnis di perusahaan yang memerlukan peningkatan kinerja secara optimal.

Ke depan, Direksi memandang pentingnya kecukupan sistem tata kelola tidak hanya dalam konteks kepatuhan terhadap regulasi, tetapi juga dalam hal *agility*, kemampuan adaptasi, serta efektivitas pencegahan risiko, termasuk risiko *fraud*. Oleh karena itu, kami akan terus memperkuat mekanisme kontrol internal, meningkatkan digitalisasi dalam proses pengawasan, serta membangun budaya integritas di seluruh jenjang organisasi. Dengan demikian, sistem tata kelola perusahaan akan senantiasa relevan, memadai, dan mampu mendukung pencapaian tujuan strategis PT KAI (Persero) secara berkelanjutan.

PANDANGAN DIREKSI TERHADAP KINERJA KOMITE PENDUKUNG

Direksi memandang bahwa Komite Pendukung memiliki peran strategis sebagai support system dalam penerapan *Good Corporate Governance* (GCG), khususnya dalam memberikan telaahan, masukan, dan rekomendasi yang objektif untuk mendukung proses pengambilan keputusan yang tepat dan terukur.

Komite merupakan bagian penting dalam mendukung pencapaian tujuan Perusahaan. Di PT KAI (Persero) terdapat 4 Komite pendukung yaitu Komite Remunerasi, Komite Audit, Komite Pemantauan Manajemen Risiko dan Komite Tata Kelola Terintegrasi. Tugas Komite Pendukung sebagai *support system* dalam penerapan GCG bersifat strategis dalam mendukung proses pengambilan keputusan Direksi/Manajemen. Komite Pendukung telah bertindak adaptif dan responsif terhadap permasalahan ataupun peluang yang dihadapi perusahaan.

Dalam menjalankan tugasnya, Direksi melakukan pengawasan terhadap Komite Pendukung melalui:

a. Laporan Berkala

Komite wajib menyampaikan laporan kegiatan, hasil evaluasi, serta rekomendasi secara periodik kepada Direksi (bulanan, triwulanan, atau sesuai kebutuhan). Laporan ini menjadi dasar evaluasi Direksi terhadap efektivitas dan kontribusi Komite terhadap tujuan perusahaan.

Furthermore, PT KAI (Persero)'s Governance system has been designed to encourage the management of the Company in a professional, efficient, and effective manner.

Despite EXCELLENT GCG score, there are still several Areas of Improvement (AoI) or parts or business processes in the Company that require optimal performance improvement.

Going forward, the Board of Directors views the importance of the adequacy of the governance system not only in the context of regulatory compliance, but also in terms of agility, adaptability, and effectiveness of risk prevention, including the risk of fraud. Therefore, we will continue to strengthen internal control mechanisms, increase digitalization in the supervision process, and build a culture of integrity at all levels of the organization. Therefore, the corporate governance system will always be relevant, adequate, and able to support the achievement of PT KAI (Persero)'s strategic goals in a sustainable manner.

BOARD OF DIRECTORS' VIEWS ON THE PERFORMANCE OF SUPPORTING COMMITTEES

The Board of Directors views that the Supporting Committees have a strategic role as a support system in the implementation of Good Corporate Governance (GCG), especially in providing objective reviews, input, and recommendations to support the right and measurable decision-making process

The Committee is a vital part in supporting the achievement of the Company's goals. At PT KAI (Persero), there are 4 supporting committees, namely the Remuneration Committee, Audit Committee, Risk Management Monitoring Committee, and Integrated Governance Committee. The duties of the Supporting Committees as a support system in the implementation of GCG are strategic in supporting the decision-making process of the Board of Directors/Management. The Supporting Committees have acted adaptively and responsively to problems or opportunities faced by the company.

In carrying out its duties, the Board of Directors supervises the Supporting Committees through:

a. Periodic Reports

The Committee is required to submit periodic activity reports, evaluation results, and recommendations to the Board of Directors (monthly, quarterly, or as needed). This report is the basis for the Board of Directors' evaluation of the effectiveness and contribution of the Committee to the company's goals.

b. Rapat Evaluasi Kinerja

Direksi mengadakan rapat kerja dengan masing-masing komite untuk membahas capaian, hambatan, dan tindak lanjut dari rekomendasi yang telah diberikan.

Notulen dan tindak lanjut hasil rapat ini dimonitor secara ketat oleh Sekretariat Perusahaan atau unit pengendalian internal.

c. Audit Internal dan Eksternal

Unit Audit Internal melakukan evaluasi independen terhadap pelaksanaan kerja komite sesuai dengan GCG dan KPI yang telah ditetapkan. Hasil audit juga digunakan oleh Direksi sebagai bahan untuk pengambilan keputusan mengenai perbaikan, pembubaran, atau penguatan fungsi komite.

d. Penggunaan Key Performance Indicators (KPI)

Setiap komite biasanya memiliki KPI yang selaras dengan sasaran strategis Direksi dan Rencana Jangka Panjang Perusahaan (RJPP). Evaluasi pencapaian KPI menjadi dasar obyektif untuk menilai efektivitas kinerja komite.

b. Performance Evaluation Meeting

The Board of Directors holds a working meeting with each committee to discuss achievements, obstacles, and follow-up to recommendations that have been given.

The minutes and follow-up to the results of this meeting are closely monitored by the Company Secretariat or internal control unit.

c. Internal and External Audit

The Internal Audit Unit conducts an independent evaluation of the implementation of the committee's work in accordance with the established GCG and KPIs. The audit results are also used by the Board of Directors as material for decision-making regarding improvements, dissolution, or strengthening of the committee's function.

d. Use of Key Performance Indicators (KPI)

Each committee usually has KPIs that are in line with the Board of Directors' strategic objectives and the Company's Long-Term Plan (RJPP). Evaluation of KPI achievement is an objective basis for assessing the effectiveness of the committee's performance.

Kinerja Keberlanjutan [OJK D.1]

Sustainability Performance [OJK D.1]

Dalam menjalankan kegiatan usahanya, PT KAI (Persero) juga turut serta mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Hal ini dikarenakan, kesinambungan transportasi kereta api dengan efisiensi energi dan pengurangan emisi gas rumah kaca sejalan dengan konsep ramah lingkungan. Keunggulan kereta api yang memiliki kapasitas lebih besar serta mampu menghasilkan emisi gas rumah kaca yang lebih rendah dibandingkan dengan transportasi lain, membuatnya menjadi pilihan yang tepat bagi masyarakat yang membutuhkan ruang transportasi umum sekaligus mendukung terciptanya lingkungan yang sehat.

Kinerja keberlanjutan perusahaan dari investasi sangat baik dan optimis dimana pertumbuhan investasi tumbuh lebih dari 50% di tahun 2024. Selain itu, PT KAI (Persero) juga terus memperkuat komitmen dan kinerja dalam praktik bisnis berkelanjutan, terbukti dari pencapaian skor ESG sebesar 41 dari S&P Global pada 18 Desember 2024.

In carrying out its business activities, PT KAI (Persero) also supports the achievement of Sustainable Development Goals (SDGs). This is due to the railway transportation sustainability, with energy efficiency and reduced greenhouse gas emissions is in line with the environmentally friendly concept. The advantages of trains that have a larger capacity and are able to produce lower greenhouse gas emissions compared to other transportation, make them the correct option for people who need public transportation space while supporting the creation of a healthy environment.

The Company's sustainability performance from investment is excellent and optimistic where investment growth will grow by more than 50% in 2024. In addition, PT KAI (Persero) also continues to strengthen its commitment and performance in sustainable business practices, as evidenced by the achievement of an ESG score of 41 from S&P Global on December 18, 2024.

Di sepanjang tahun 2024, KAI telah melaksanakan sejumlah inisiatif terkait aspek berkelanjutan. Inisiatif ini sejalan dengan Rencana Program Kerja Keberlanjutan KAI tahun 2024. Implementasi dan pencapaian kinerja keberlanjutan KAI di tahun 2024 adalah sebagai berikut:

1. Lingkungan

Langkah keberlanjutan di bidang lingkungan hidup yang dilakukan perusahaan dilakukan secara berkala setiap tahun melalui penanaman pohon baik secara program dari perusahaan dan kegiatan bantuan CSR. Pada tahun 2024 terdapat penanaman pohon dengan total 5.216 di seluruh KAI grup dan juga untuk eksternal/program CSR.

Dalam efisiensi energi yang dilakukan perusahaan adalah peralihan penggunaan B100 menjadi B30 pada tahun 2023, B35 pada tahun 2024 dan pada tahun 2025 menjadi B40. Hal ini sebagai bentuk peralihan dari energi bahan bakar fosil menjadi bahan bakar dari hayati. Selain itu untuk efisiensi penggunaan listrik beberapa stasiun dan balai yasa telah memasang panel surya untuk mengurangi konsumsi penggunaan listrik serta fitur *face recognition* dan *eboarding* juga mengurangi penggunaan kertas untuk tiket. Sedangkan di kantor penggunaan RDS untuk proses bersurat internal perusahaan juga mengurangi penggunaan kertas secara signifikan.

Aktivitas lainnya yang dilakukan KAI di bidang lingkungan hidup, antara lain:

- Penyediaan *Water Station* di Stasiun;
- Penerapan Teknologi *Face Recognition*;
- Penanaman Pohon;
- Pemanfaatan Energi Baru Terbarukan (EBT): Implementasi PLTS;
- Implementasi dan *Monitoring* Pembatasan Penggunaan Plastik dan Kertas di Lingkungan KAI Group;
- Perhitungan dan menu *Fitur Carbon Footprint* untuk Penumpang Kereta Api;
- Pelaksanaan Uji Terap B40 Sektor Kereta Api;
- Pilot *Project Green Building* dan Sertifikasi EDGE; dan
- Penilaian *Life Cycle Assessment* (LCA) dengan BRIN.

2. Sosial

- Kegiatan CSR: *Program Rail Clinic* dan *Rail Library*;
- Peresmian *Rail Kids Daycare* PT KAI;
- Komitmen Direksi KAI Tentang Penerapan Kebijakan Hak Asasi Manusia (HAM);
- Penyusunan *Contractor Safety Management System* (CSMS); dan
- Melakukan pemberdayaan UMK.

Throughout 2024, KAI implemented several initiatives related to sustainable aspects, which were in line with the KAI Sustainability Work Program Plan for 2024. The implementation and achievement of KAI's sustainability performance in 2024 are as follows:

1. Environment

The Company's sustainability measures in the environmental sector are carried out periodically every year through tree planting, both through company programs and CSR assistance activities. In 2024, there were a total of 5,216 tree plantings throughout the KAI group and also for external/CSR programs.

In terms of energy efficiency, the Company switched from using B100 to B30 in 2023, B35 in 2024 and to B40 in 2025. This is a form of transition from fossil fuel energy to biofuels. In addition, for the efficiency of electricity use, several stations and service centers have installed solar panels to reduce electricity consumption and the *face recognition* and *eboarding* features also reduce paper use for tickets. Meanwhile, in the office, the use of RDS for the Company's internal letter process also reduces paper use significantly.

Other activities carried out by KAI in the environmental sector include:

- Provision of *Water Stations* at Stations;
- Application of *Face Recognition Technology*;
- Tree Planting;
- Utilization of New Renewable Energy (EBT): Implementation of PLTS;
- Implementation and Monitoring of Plastic and Paper Usage Restrictions in the KAI Group Environment;
- Calculation and Carbon Footprint Feature Menu for Train Passengers;
- Implementation of B40 Application Test in the Railway Sector;
- Green Building Pilot Project and EDGE Certification; and
- Life Cycle Assessment (LCA) with BRIN.

2. Social

- CSR Activities: *Rail Clinic* and *Rail Library* Programs;
- Inauguration of PT KAI's *Rail Kids Daycare*;
- KAI Board of Directors' Commitment to the Implementation of Human Rights (HAM) Policy;
- Preparation of *Contractor Safety Management System* (CSMS); and
- SME Funding.

3. Tata Kelola

- a. Kegiatan *Benchmarking* ESG dengan Perusahaan Peers PT KAI;
- b. Asesmen Penerapan Faktor ESG pada PT KAI Tahun 2024 oleh BPKP;
- c. Penandatanganan Kebijakan Keberlanjutan PT KAI;
- d. Kebijakan Pemangku Kepentingan PT KAI;
- e. Kode Etik Keberlanjutan Pemasok;
- f. *Launching Jingle Sustainability "Kereta Api Kita Lestari"*;
- g. Rating ESG oleh S&P Global;
- h. Sosialisasi ESG ke Daop, Divre dan Anak Perusahaan;
- i. *Webinar Sustainability KAI Series 1: ESG Fundamental & Gap Analysis*;
- j. Pembuatan *Website Whistleblowing System*;
- k. Program komunikasi ESG melalui media sosial dan *press release*;
- l. Integrasi Implementasi ESG di Anak Perusahaan;
- m. Penghargaan terkait *Sustainability/ ESG*;
- n. Kerja sama dan atau undangan Lembaga Eksternal (Nasional/Global); dan
- o. Pengembangan *website sustainability*.

KAI memahami bahwa usaha untuk meningkatkan keberlanjutan kinerja akan selalu menghadapi serangkaian tantangan. Oleh karena itu, PT KAI (Persero) berkomitmen secara berkala melakukan evaluasi terhadap penerapan strategi keberlanjutan di ruang lingkup perusahaan. Hal ini dilakukan dengan tujuan untuk memastikan seluruh inisiasi yang disusun masih relevan dan berdampak positif terhadap pertumbuhan bisnis Perseroan, termasuk pemberian manfaat kepada seluruh pemangku kepentingan.

INOVASI BERKELANJUTAN

Upaya dan komitmen keberlanjutan PT KAI (Persero) diwujudkan dengan melakukan pengembangan dan inovasi berkelanjutan. Upaya inovasi keberlanjutan yang dilakukan di antaranya:

- a. Penyediaan *water station*.
- b. Pemanfaatan Energi Baru Terbarukan (EBT): Implementasi PLTS.
- c. Penerapan teknologi *face recognition*.
- d. Perhitungan *Carbon Footprint* di tiket penumpang KA.
- e. Pelaksanaan Uji Terap B40 Sektor Kereta Api.
- f. Penilaian *Life Cycle Assessment (LCA)* untuk KA Perkotaan.

3. Governance

- a. ESG *Benchmarking* Activities with PT KAI Peers Companies;
- b. Assessment of ESG Factor Implementation at PT KAI in 2024 by BPKP;
- c. Signing of PT KAI Sustainability Policy;
- d. PT KAI Stakeholder Policy;
- e. Supplier Sustainability Code of Ethics;
- f. Launching of Sustainability Jingle "Kereta Api Kita Lestari";
- g. ESG Rating by S&P Global;
- h. ESG Dissemination to Operational Areas, Regional Divisions, and Subsidiaries;
- i. KAI Sustainability Webinar Series 1: ESG Fundamental & Gap Analysis;
- j. Creation of a Whistleblowing System Website;
- k. ESG communication program through social media and press releases;
- l. Integration of ESG Implementation in Subsidiaries;
- m. Awards related to Sustainability/ ESG;
- n. Cooperation and or invitation of External Institutions (National/Global); and
- o. Development of sustainability website.

KAI understands that efforts to improve performance sustainability will always face a series of challenges. Therefore, PT KAI (Persero) is committed to periodically evaluating the implementation of sustainability strategies within the Company, which is done to ensure that all initiatives prepared are still relevant and have a positive impact on the Company's business growth, including providing benefits to all stakeholders.

Sustainable Innovation

PT KAI (Persero)'s sustainability efforts and commitments are realized by carrying out sustainable development and innovation. Sustainable innovation efforts carried out include:

- a. Provision of water stations.
- b. Utilization of New Renewable Energy (NRE): Implementation of PLTS.
- c. Application of face recognition technology.
- d. Calculation of Carbon Footprint on train passenger tickets.
- e. Implementation of B40 Application Test in the Railway Sector.
- f. Assessment of Life Cycle Assessment (LCA) for Urban Trains.

g. Rail Kids Day Care.	g. Rail Kids Day Care.
h. Komitmen Direksi KAI Tentang Penerapan Kebijakan HAM.	h. Commitment of the KAI Board of Directors Regarding the Implementation of Human Rights Policies.
i. Penyusunan <i>Contractor Safety Management System</i> (CSMS).	i. Preparation of the Contractor Safety Management System (CSMS).
j. Kegiatan <i>Benchmarking</i> ESG dengan Perusahaan <i>Peers</i> PT KAI.	j. ESG Benchmarking Activities with PT KAI Peers Companies.
k. Penerbitan Kebijakan Keberlanjutan.	k. Issuance of Sustainability Policies.
l. Kebijakan Pemangku Kepentingan.	l. Stakeholder Policies.
m. Kode Etik Keberlanjutan Pemasok.	m. Supplier Sustainability Code of Ethics.
n. Rating ESG oleh S&P Global.	n. ESG Rating by S&P Global.
o. Integrasi Implementasi ESG di Anak Perusahaan.	o. Integration of ESG Implementation in Subsidiaries.
p. Pengembangan <i>website sustainability</i> .	p. Development of sustainability website.

Perubahan Komposisi Anggota Direksi

Changes in the Composition of the Board of Directors

Hingga 31 Desember 2024, terdapat perubahan komposisi anggota Direksi PT KAI (Persero). Informasi susunan komposisi anggota Direksi KAI di tahun 2024 adalah sebagai berikut:

As of December 31, 2024, there have been changes in the composition of the members of the Board of Directors of PT KAI (Persero). Information on the composition of the members of the Board of Directors of KAI in 2024 is as follows:

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Didiek Hartantyo	Direktur Utama / President Director	Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operations	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Keputusan Menteri No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Ministerial Decree No. SK-89/MBU/03/2022 dated March 31, 2022
John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024
Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022 • Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on SK-62/MBU/04/2024 dated March 5, 2024
Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024
Suparno*	Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs	• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022 • Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on SK-62/MBU/04/2024 dated March 5, 2024

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024
Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/11/2023 dated November 28, 2023
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Keputusan Menteri BUMN SK-236/MBU/08/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/08/2020 dated July 14, 2020

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Resigned based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024

Penutup

Closing

Direksi menyampaikan terima kasih dan apresiasi setinggi-tingginya kepada seluruh pemangku kepentingan, terutama manajemen dan pekerja yang telah memberikan kepercayaan, komitmen, kerja keras, loyalitas, dan kerja samanya. Di tahun 2024, KAI mampu memperoleh kinerja yang memuaskan dengan kinerja terbaik.

Direksi juga mengucapkan terima kasih kepada Dewan Komisaris, dengan segala pengawasan, nasihat dan rekomendasi yang diberikan, Direksi mampu menjalankan operasional dengan baik dan memenuhi target yang telah ditentukan di awal tahun.

Direksi berharap, segala perjalanan dan capaian yang terjadi di sepanjang tahun 2024, KAI dapat melangkah bersama untuk menghadapi segala tantangan yang terjadi. KAI senantiasa akan terus meningkatkan dan mengoptimalkan potensi terbaik di setiap tahunnya. Sehingga diharapkan KAI dapat terus tumbuh secara berkelanjutan dan memberikan layanan terbaik kepada masyarakat di seluruh wilayah di Indonesia.

The Board of Directors would like to express its deepest gratitude and appreciation to all stakeholders, namely management and employees, who have given their trust, commitment, hard work, loyalty, and cooperation. KAI managed to achieve satisfactory performance with the best performance in 2024.

The Board of Directors would also like to thank the Board of Commissioners for the supervision, advice, and recommendations it provided, allowing the Board of Directors to carry out operations well and meet the targets that had been determined at the beginning of the year.

The Board of Directors expects that with all the journeys and achievements occurring throughout 2024, KAI can move forward together to face all challenges that transpire. KAI will continue to improve and optimize its best potential each year. Thus, it is hoped that KAI can continue to grow sustainably and provide the best service to the community throughout Indonesia.

Bandung, Juni 2025 / June, 2025

Atas Nama Direksi / On Behalf of the Board of Directors

DIDIEK HARTANTYO

Direktur Utama
President Director

Laporan Dewan Komisaris

Board of Commissioners' Report



Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Our Esteemed Shareholders and Stakeholders,

Puji syukur kami panjatkan kepada Tuhan Yang Maha Esa, atas rahmat dan karunia-Nya PT Kereta Api Indonesia (Persero) berhasil mencatatkan kinerja yang positif selama periode 2024. Bersamaan dengan itu, seluruh Dewan Komisaris juga telah menjalankan tugas dan tanggung jawabnya untuk melakukan pengawasan atas kinerja Direksi. Pada tahun ini kami berupaya menghadirkan layanan yang lebih berkualitas dengan meningkatkan kenyamanan dan keamanan bagi para pengguna.

Kami memahami, perkembangan zaman dan perubahan gaya hidup masyarakat merupakan sebuah tantangan yang perlu dikaji dan disesuaikan dengan layanan yang diberikan oleh KAI. Oleh karena itu, kami mengapresiasi setiap kebijakan yang dilaksanakan oleh Direksi selama tahun 2024. Sehingga Perseroan berhasil adaptif dan memiliki daya saing yang tinggi di bidang transportasi perkeretaapian di Indonesia.

Melalui Laporan ini, kami akan menyampaikan informasi mengenai pengawasan yang telah Dewan Komisaris lakukan secara independen, sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik terhadap pengelolaan Perseroan yang dilakukan oleh Direksi selama periode 2024, dalam rangka mencapai tujuan Rencana Kerja Anggaran Perusahaan (RKAP) 2024. Laporan ini juga mencerminkan komitmen kami terhadap transparansi dan akuntabilitas, serta memastikan bahwa KAI dapat terus berkembang secara berkelanjutan.

Tinjauan Ekonomi 2024

2024 Economic Overview

Dewan Komisaris memandang kondisi ekonomi nasional dan global pada tahun 2024 dengan optimisme dan hati-hati, mengingat pemulihan ekonomi domestik yang didukung oleh konsumsi dan investasi infrastruktur, namun tetap waspada terhadap tantangan seperti inflasi, fluktuasi harga energi, dan ketegangan geopolitik yang berpotensi mempengaruhi stabilitas ekonomi.

We begin by expressing our sincere gratitude to the Almighty God for His blessings, which enabled PT Kereta Api Indonesia (Persero) to achieve positive performance throughout 2024. Concurrently, the Board of Commissioners has diligently fulfilled its oversight responsibilities to monitor the execution of duties by the Board of Directors. This year, we strived to elevate service quality by prioritizing passenger comfort and safety.

We recognize that evolving societal trends and lifestyle changes present challenges requiring careful assessment and alignment with our services. Thus, we commend the strategic policies implemented by the Board of Directors in 2024, which strengthened the Company's adaptability and competitive edge in Indonesia's railway transportation sector.

This Report outlines the Board of Commissioners' independent oversight activities, conducted in adherence to good corporate governance principles, to ensure effective management by the Board of Directors in achieving the 2024 Work Plan and Corporate Budget (RKAP) targets. This report reflects our unwavering commitment to transparency, accountability, and sustainable growth—cornerstones of KAI's long-term success.

The Board of Commissioners views the 2024 national and global economic conditions with cautious optimism. While domestic recovery remains supported by consumption and infrastructure investment, we remain vigilant against challenges such as inflation, energy price volatility, and geopolitical tensions that may impact economic stability.

Laporan Dewan Komisaris
Board of Commissioners' Report



SAID AQIL SIROJ

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner



Berdasarkan World Economic Outlook (WEO) yang dirilis oleh Internasional Monetary Fund (IMF), di tahun 2024 pertumbuhan ekonomi global hanya mencapai 3,2%. Perlambatan ini dipicu oleh melemahnya pertumbuhan ekonomi di negara-negara maju yang hanya tumbuh mencapai 1,8% yang diakibatkan oleh kebijakan fiskal dan moneter serta gejolak geopolitik di sepanjang tahun 2024. Namun, terlihat adanya pertumbuhan ekonomi di sejumlah negara berkembang sebesar 4,2%.

Pada ruang lingkup domestik, Badan Pusat Statistik (BPS) melaporkan pertumbuhan ekonomi nasional tumbuh sebesar 5,03%. Keberhasilan ini didorong oleh laju pertumbuhan di sejumlah sektor industri, serta didukung oleh permintaan domestik yang tetap stabil dan pemulihan permintaan global. Seiring dengan pencapaian ini, laju inflasi nasional juga berhasil ditekan menjadi 1,57% (YoY) pada tahun 2024. Keberhasilan ini menjadi wujud nyata sinergi pemerintah bersama Bank Indonesia dalam mengelola kebijakan moneter dan fiskal, sehingga dapat mengendalikan inflasi dari tingkat pusat sampai daerah.

Di sektor transportasi, Dewan Komisaris memandang PT KAI (Persero) sebagai Badan Usaha Milik Negara (BUMN) yang secara terus berkontribusi untuk negeri. Oleh karena itu, Dewan Komisaris mendorong PT KAI (Persero) untuk fokus pada transformasi bisnis, digital, dan operasional melalui optimalisasi kualitas pelayanan, peningkatan efisiensi, dan pengembangan teknologi serta sumber daya manusia, dengan keyakinan bahwa strategi dan pengelolaan risiko yang baik. Sehingga memungkinkan PT KAI (Persero) mampu mengatasi tantangan dan memanfaatkan peluang untuk terus tumbuh dan berkembang secara berkelanjutan.

Penilaian Terhadap Kinerja Direksi

Assessment of the Board of Directors' Performance

Dalam rangka menjalankan fungsi pengawasan dan memastikan penyelenggaraan kegiatan usaha yang baik, Dewan Komisaris secara konsisten melakukan penilaian terhadap kinerja Direksi sebagai organ pengelola PT KAI (Persero). Penilaian ini dilakukan secara berkala melalui rapat gabungan Dewan Komisaris dan Direksi, dengan menggunakan parameter yang mencakup pencapaian kinerja produksi, operasional, keuangan, dan investasi perusahaan.

According to the International Monetary Fund (IMF)'s World Economic Outlook (WEO), global economic growth in 2024 reached only 3.2%. This slowdown was driven by weakened growth in advanced economies, which expanded by just 1.8% due to fiscal and monetary policy adjustments and ongoing geopolitical uncertainties. In contrast, emerging markets demonstrated stronger growth at 4.2%.

On the domestic front, Statistics Indonesia (BPS) reported national economic growth reaching 5.03%. This success was driven by growth acceleration in several industrial sectors, supported by stable domestic demand and recovering global demand. Alongside this achievement, national inflation rate was successfully controlled at 1.57% (YoY) in 2024. This success demonstrates tangible synergy between the government and Bank Indonesia in managing monetary and fiscal policies, enabling inflation control from the central to regional levels.

In the transportation sector, the Board of Commissioners recognizes PT KAI (Persero) as a State-Owned Enterprise (SOE) that continues to deliver significant national contributions. Accordingly, the Board urges PT KAI (Persero) to prioritize business, digital, and operational transformation through service quality optimization, efficiency improvements, and technological and human capital development. With robust strategies and risk management, PT KAI (Persero) is well-positioned to navigate challenges, capitalize on opportunities, and achieve sustainable growth.

In carrying out its supervisory function and ensuring sound business operations, the Board of Commissioners consistently evaluates the performance of the Board of Directors as the governing body of PT KAI (Persero). This assessment is conducted periodically through joint meetings of the Board of Commissioners and the Board of Directors, using parameters that encompass production, operational, financial, and investment performance.

Dari sisi produksi, Dewan Komisaris mencatat bahwa sepanjang tahun 2024, PT KAI (Persero) menunjukkan pertumbuhan yang positif. Volume angkutan penumpang mencapai 453,34 juta orang, atau setara 103,0% dari target RKAP 2024, serta meningkat sebesar 16,6% dibandingkan realisasi tahun 2023. Peningkatan serupa juga tercermin pada volume angkutan barang yang mencapai 69,20 juta ton atau 101,3% dari RKAP 2024, naik 8,6% dari tahun sebelumnya. Capaian ini menunjukkan efektivitas Direksi dalam mengelola layanan transportasi secara optimal dan adaptif terhadap kebutuhan pasar.

Kinerja operasional perusahaan juga menunjukkan tren perbaikan yang positif. Sejumlah indikator utama mencerminkan peningkatan efisiensi dan keandalan layanan, dengan realisasi kinerja yang umumnya berada di bawah batas toleransi yang telah ditetapkan. Hal ini menunjukkan bahwa operasional perusahaan dikelola secara lebih optimal, dengan perbaikan pada aspek ketepatan waktu, keandalan, dan efisiensi perputaran aset operasional. Capaian tersebut menjadi indikasi bahwa Direksi berhasil menjaga kualitas operasional secara konsisten dalam mendukung peningkatan kinerja perusahaan secara keseluruhan.

Bersamaan dengan kinerja produksi dan operasional yang baik, Dewan Komisaris turut mencermati kinerja keuangan PT KAI (Persero) pada tahun 2024 yang juga mengalami peningkatan dibandingkan tahun sebelumnya di tengah tantangan yang sedang dihadapi. Pendapatan perusahaan tercatat sebesar Rp35,93 triliun atau 108,3% dari RKAP 2024, meningkat 29,4% dibandingkan tahun 2023. Beban usaha mencapai Rp28,32 triliun atau 102,8% dari RKAP, naik 18,5% dari tahun sebelumnya. Laba yang diatribusikan kepada pemilik entitas induk sebesar Rp2,21 triliun atau 183,5% dari RKAP 2024, mengalami peningkatan 18,0% dibandingkan tahun lalu. Total aset perusahaan juga tumbuh menjadi Rp97,10 triliun, melampaui target RKAP dan mencatatkan kenaikan sebesar 19,3% dari posisi tahun sebelumnya. Pencapaian ini menunjukkan pengelolaan keuangan yang hati-hati dan berorientasi pada keberlanjutan.

From a production standpoint, the Board of Commissioners noted that throughout 2024, PT KAI (Persero) demonstrated positive growth. Passenger transport volume reached 453.34 million, or 103.0% of the 2024 RKAP (Work Plan and Budget) target, reflecting a 16.6% increase compared to 2023. Similarly, freight transport volume reached 69.20 million tons, achieving 101.3% of the 2024 RKAP target and marking an 8.6% year-on-year growth. These achievements demonstrate the Board of Directors' effectiveness in managing transportation services optimally and responsively to market demands.

The Company's operational performance also demonstrated a positive improvement trend. Key indicators reflected enhanced efficiency and service reliability, with most performance metrics remaining within established tolerance limits. This indicates that operations were managed more optimally, with improvements in punctuality, reliability, and operational asset turnover efficiency. Such achievements signify that the Board of Directors successfully maintained consistent operational quality in supporting overall corporate performance.

Alongside strong production and operational performance, the Board of Commissioners also observed PT KAI (Persero)'s improved financial performance in 2024 despite ongoing challenges. The Company recorded revenues of Rp35.93 trillion, or 108.3% of the 2024 RKAP, a 29.4% increase from 2023. Operating expenses reached Rp28.32 trillion, or 102.8% of the RKAP, an increase of 18.5% year-on-year. Income attributable to the parent entity amounted to Rp2.21 trillion, achieving 183.5% of the 2024 RKAP and reflecting an 18.0% increase from the previous year. Total assets also grew to Rp97.10 trillion, surpassing the RKAP target and marking a 19.3% increase from the previous year. These results demonstrate prudent and sustainability-oriented financial management.

Dalam aspek investasi, PT KAI (Persero) mencatatkan pertumbuhan nilai investasi yang positif dibandingkan tahun sebelumnya. Realisasi investasi mencapai Rp11,07 triliun, meningkat 3,5% dibandingkan tahun 2023. Capaian ini mencerminkan komitmen Direksi dalam memperkuat pembangunan infrastruktur dan mendukung pengembangan bisnis jangka panjang secara berkelanjutan, sebagai bagian dari strategi transformasi dan peningkatan daya saing perusahaan.

Dewan Komisaris juga menilai bahwa Direksi telah menjalankan prinsip kehati-hatian dalam pengelolaan keuangan dan risiko, serta menunjukkan respons yang cepat dan tepat terhadap dinamika industri. Direksi mampu merumuskan kebijakan dan strategi yang adaptif, termasuk mengintegrasikan aspek keberlanjutan dan inovasi ke dalam rencana bisnis, serta mengelola risiko yang timbul, termasuk yang berkaitan dengan penugasan pemerintah dan Proyek Strategis Nasional (PSN).

Tahun 2024 merupakan periode penting bagi PT KAI (Persero), seiring dengan dimulainya operasional penuh dua proyek strategis nasional, yaitu LRT Jabodebek dan Kereta Cepat Jakarta-Bandung (KCJB) atau Whoosh, yang sebelumnya telah diresmikan pada tahun 2023. LRT Jabodebek menjadi transportasi urban pertama di Indonesia yang menggunakan teknologi CBTC dengan sistem operasi GoA 3 (driverless), yang diresmikan oleh Presiden Republik Indonesia pada 28 Agustus 2023. Sementara itu, PT KAI (Persero) juga ditunjuk oleh Pemerintah sebagai pimpinan konsorsium BUMN dalam mempercepat penyelesaian proyek KCJB, yang merupakan proyek kereta cepat pertama di Indonesia dan Asia Tenggara, diresmikan pengoperasiannya pada 2 Oktober 2023. Keberhasilan ini menjadi pencapaian strategis yang tidak hanya memperkuat peran PT KAI (Persero) dalam ekosistem transportasi nasional, namun juga memperkuat posisi Indonesia di tingkat regional dalam bidang infrastruktur perkeretaapian.

Atas dasar keseluruhan capaian tersebut, Dewan Komisaris memberikan apresiasi atas kinerja Direksi dalam mengelola PT KAI (Persero) sepanjang tahun 2024. Direksi dinilai telah menjalankan tugasnya secara profesional, berintegritas, dan berorientasi pada hasil yang berkelanjutan. Kendati demikian, Dewan Komisaris memandang bahwa capaian tersebut perlu terus diiringi dengan upaya perbaikan dan

In terms of investment, PT KAI (Persero) recorded positive growth in investment value compared to the previous year. Investment realization reached Rp11.07 trillion, a 3.5% increase from 2023. This reflects the Board of Directors' commitment to strengthening infrastructure development and supporting sustainable long-term business growth as part of the Company's transformation and competitiveness enhancement strategy.

The Board of Commissioners also assessed that the Board of Directors exercised prudence in financial and risk management while demonstrating swift and appropriate responses to industry dynamics. The Board of Directors successfully formulated adaptive policies and strategies, integrating sustainability and innovation into business plans, and effectively managing risks, including those related to government assignments and National Strategic Projects (PSN).

2024 was a pivotal year for PT KAI (Persero), marked by the full operational launch of two national strategic projects: the Jabodebek LRT and the Jakarta-Bandung High-Speed Railway (KCJB) or "Whoosh," which were inaugurated in 2023. The Jabodebek LRT became Indonesia's first urban transport system to utilize CBTC technology with GoA 3 (driverless) operation, officially launched by the President of the Republic of Indonesia on August 28, 2023. Meanwhile, PT KAI (Persero) was appointed by the Government as the leader of a state-owned enterprise (SOE) consortium to accelerate the completion of the KCJB project, Indonesia's and Southeast Asia's first high-speed railway, which commenced operations on October 2, 2023. These successes represent strategic milestones that not only reinforce PT KAI (Persero)'s role in the national transportation ecosystem but also strengthen Indonesia's regional standing in railway infrastructure.

Based on these comprehensive achievements, the Board of Commissioners commends the Board of Directors for their management of PT KAI (Persero) throughout 2024. The Board of Directors is deemed to have executed its duties professionally, with integrity, and a focus on sustainable results. Nevertheless, the Board of Commissioners emphasizes that these accomplishments must be accompanied by continuous

penyempurnaan secara berkelanjutan guna mengantisipasi berbagai tantangan dan risiko ke depan, serta menjaga kesinambungan pertumbuhan kinerja PT KAI (Persero). Dewan Komisaris berharap Direksi senantiasa melanjutkan langkah-langkah strategis dan inovatif untuk mendorong peningkatan pendapatan, mutu layanan, keselamatan, serta daya saing perusahaan, demi mewujudkan pertumbuhan yang berkelanjutan dan memberikan nilai tambah bagi pemegang saham serta seluruh pemangku kepentingan.

Kendala yang Dihadapi oleh Dewan Komisaris

Challenges Faced by the Board of Commissioners

Operasional yang dijalankan di sepanjang tahun 2024 tak luput dari kendala dan tantangan. Dewan Komisaris mencermati di tahun 2024, kendala yang dihadapi meliputi keterbatasan akses informasi yang lengkap dan *real-time* terkait operasional perusahaan, kompleksitas pengelolaan PSN yang melibatkan berbagai pemangku kepentingan, serta dinamika perubahan regulasi yang membutuhkan penyesuaian cepat dalam tata kelola perusahaan. Selain itu, tantangan komunikasi dan koordinasi dengan Direksi dan organ pendukung lainnya juga sewaktu-waktu menjadi hambatan dalam memastikan pengawasan yang optimal.

Sebagai bentuk respons terhadap tantangan tersebut, Dewan Komisaris melakukan sejumlah langkah strategis. Dewan Komisaris meningkatkan intensitas komunikasi dengan Direksi melalui penyelenggaraan rapat rutin dan pembahasan agenda strategis secara berkala. Selain itu, penguatan fungsi komite-komite di bawah Dewan Komisaris dilakukan dengan memperluas cakupan telaahan dan memperdalam substansi rekomendasi. Dewan Komisaris juga mendorong implementasi sistem pelaporan yang terintegrasi dan transparan. Upaya ini dilakukan untuk meningkatkan komunikasi dan menjalin hubungan baik kepada setiap organ.

Lebih lanjut, Dewan Komisaris juga terus berupaya memperkuat kapasitas internalnya melalui partisipasi aktif dalam pelatihan, seminar, dan program pengembangan kompetensi yang relevan. Langkah ini penting untuk menjaga dan meningkatkan kapabilitas pengawasan, serta memperkuat kemampuan adaptasi terhadap perubahan regulasi, tren industri, dan tantangan global yang dinamis.

improvement efforts to anticipate future challenges and risks, ensuring the sustainability of PT KAI (Persero)'s performance growth. The Board of Commissioners expects the Board of Directors to persist in implementing strategic and innovative measures to enhance revenue, service quality, safety, and corporate competitiveness, thereby achieving sustainable growth and delivering added value to shareholders and all stakeholders.

The operations carried out throughout 2024 were not without obstacles and challenges. The Board of Commissioners observed that the challenges faced in 2024 included limited access to comprehensive and real-time information regarding company operations, the complexity of managing National Strategic Projects (PSN) involving multiple stakeholders, and the dynamic changes in regulations requiring swift adjustments in corporate governance. Additionally, communication and coordination challenges with the Board of Directors and other supporting organs occasionally hindered optimal oversight.

In response to these challenges, the Board of Commissioners implemented several strategic measures. The Board increased the frequency of communication with the Board of Directors through regular meetings and periodic discussions on strategic agendas. Furthermore, the Board of Commissioners strengthened the functions of its committees by expanding the scope of reviews and deepening the substance of recommendations. The Board of Commissioners also encouraged the implementation of an integrated and transparent reporting system. These efforts were undertaken to enhance communication and foster strong relationships with each corporate organ.

Moreover, the Board of Commissioners continued to strengthen its internal capacity through active participation in relevant training programs, seminars, and competency development initiatives. This step was essential to maintaining and enhancing oversight capabilities while reinforcing adaptability to regulatory changes, industry trends, and dynamic global challenges.

Dengan strategi tersebut, Dewan Komisaris menilai bahwa tantangan yang dihadapi sepanjang tahun 2024 telah berhasil dikelola dengan baik. Berbagai kendala tersebut menjadi bahan evaluasi yang konstruktif dan mendorong lahirnya langkah-langkah improvisasi untuk perbaikan berkelanjutan.

Keberhasilan Dewan Komisaris dalam mengelola tantangan ini telah memperkuat peran dan fungsi pengawasan sebagai organ perusahaan yang solid, adaptif, dan responsif. Hal ini berkontribusi langsung terhadap terciptanya sistem pengawasan yang lebih efektif, efisien, dan bernilai tambah dalam mendukung keberhasilan perusahaan mencapai tujuan strategisnya.

Through these strategies, the Board of Commissioners assessed that the challenges faced throughout 2024 had been effectively managed. These obstacles served as constructive evaluation material, driving improvised measures for continuous improvement.

The Board of Commissioners' success in addressing these challenges has reinforced its role and oversight function as a solid, adaptive, and responsive corporate organ. This has directly contributed to establishing a more effective, efficient, and value-added oversight system, supporting the Company's achievement of its strategic objectives.

Pengawasan Dewan Komisaris Dalam Perumusan dan Implementasi Strategi yang dilakukan oleh Direksi, serta Mekanisme Pemberian Nasihat

Board of Commissioners' Supervision in Strategy Formulation and Implementation by the Board of Directors, and Advisory Mechanisms

Sepanjang tahun 2024, Dewan Komisaris telah melaksanakan fungsi pengawasan secara optimal, disertai pemberian nasihat dan masukan konstruktif kepada Direksi. Pemberian nasihat tersebut dimaksudkan untuk menjaga kesinambungan pertumbuhan usaha serta menjadi arahan strategis bagi Direksi dalam meningkatkan efektivitas pelaksanaan tugas dan tanggung jawabnya.

Dalam pelaksanaannya, Dewan Komisaris memiliki mekanisme yang memadai untuk memberikan nasihat kepada Direksi, antara lain melalui rapat koordinasi rutin antara Dewan Komisaris dan Direksi, yakni dalam bentuk Rapat Gabungan Dewan Komisaris dan Direksi (*BOD-BOC Meeting*); penyampaian surat resmi dari Dewan Komisaris kepada Direksi terkait pelaksanaan strategi atau isu-isu tertentu; serta melalui laporan/rekomendasi dari komite-komite di bawah Dewan Komisaris yang dibahas dalam rapat Dewan Komisaris sebelum diteruskan kepada Direksi.

Sepanjang tahun 2024, Dewan Komisaris telah memberikan nasihat kepada Direksi dalam Rapat Gabungan Dewan Komisaris dan Direksi sebanyak 15 kali, penyampaian surat resmi sebanyak 33 surat, dan laporan/rekomendasi dari komite-komite di bawah Dewan Komisaris yang dibahas dalam rapat Dewan Komisaris sebanyak 16 kali, mencakup berbagai aspek strategis perusahaan seperti penguatan transformasi bisnis, efisiensi operasional, optimalisasi Anak Perusahaan, serta percepatan PSN yang dijalankan oleh PT KAI (Persero).

Throughout 2024, the Board of Commissioners performed its oversight function optimally while providing constructive advice and input to the Board of Directors. Such advisory guidance was intended to ensure business growth continuity and serve as strategic direction for the Board of Directors in enhancing the effectiveness of their duties and responsibilities.

In carrying out this function, the Board of Commissioners established adequate mechanisms for advising the Board of Directors, including regular coordination meetings between the Board of Commissioners and the Board of Directors in the form of Joint Meetings of the Board of Commissioners and Board of Directors; the submission of formal letters from the Board of Commissioners to the Board of Directors regarding strategy implementation or specific issues; as well as reports and recommendations from the Board's committees, which were discussed in Board of Commissioners meetings before being forwarded to the Board of Directors.

Throughout 2024, the Board of Commissioners provided advisory input to the Board of Directors through 15 Joint Meetings of the Board of Commissioners and Board of Directors, 33 formal letters, and 16 committee reports and recommendations reviewed in Board meetings. These covered various strategic aspects of the Company, including strengthening business transformation, operational efficiency, subsidiary optimization, and the acceleration of National Strategic Projects (PSN) undertaken by PT KAI (Persero).

Sebagai bagian dari pelaksanaan tugas pengawasan dan pemberian nasihat, Dewan Komisaris turut menyampaikan sejumlah saran dan arahan atas pelaksanaan kinerja Direksi selama tahun 2024, antara lain:

1. Mendorong agar pengembangan bisnis dilakukan secara selaras dengan visi, misi, RJP dan RKAP, sehingga Perusahaan tetap adaptif dan tangguh dalam menghadapi dinamika lingkungan bisnis, baik nasional maupun global;
2. Mengusulkan inisiatif strategis untuk meningkatkan angkutan penumpang dan barang, serta mengoptimalkan bisnis pendukung dan nonangkutan guna memperkuat pendapatan perusahaan;
3. Memastikan pelaksanaan perawatan sarana dan prasarana dilakukan secara rutin dan terjadwal guna menjaga keselamatan, keamanan, dan kualitas layanan prima;
4. Melakukan monitoring berkala atas program transformasi teknologi informasi agar sejalan dengan kebutuhan bisnis dan tata kelola perusahaan;
5. Mendorong koordinasi intensif terkait kebijakan IMO dan TAC dengan kementerian/lembaga terkait, serta mencari solusi agar regulasi yang berlaku tidak menimbulkan kendala hukum di kemudian hari;
6. Melakukan pengawasan atas proyek-proyek strategis, mendorong inovasi peningkatan volume penumpang, serta memitigasi risiko dampak keuangan jangka panjang;
7. Melakukan evaluasi berkala terhadap kondisi ekonomi makro dan regulasi baru yang dapat memengaruhi operasional dan keuangan perusahaan, serta menyusun mitigasi risikonya;
8. Memastikan sinergi dan keselarasan pengelolaan anak perusahaan agar berkontribusi optimal dan berkelanjutan bagi induk perusahaan;
9. Melakukan evaluasi atas rencana dan perencanaan investasi, serta mendorong realisasi investasi yang tepat sasaran dan sesuai kajian kelayakan;
10. Mengoptimalkan kerja sama pemanfaatan aset untuk meningkatkan potensi pendapatan non-operasional;
11. Memperkuat pengawasan dan penyelesaian kasus hukum strategis dan berdampak signifikan, termasuk sengketa lahan, piutang macet, dan kerja sama pihak ketiga;
12. Mendorong percepatan sertifikasi dan pengamanan aset perusahaan;
13. Mendorong percepatan penyelesaian perizinan proyek strategis serta menyelesaikan seluruh *pending matters* sesuai jadwal;

As part of its oversight and advisory duties, the Board of Commissioners also provided the following key recommendations on the Board of Directors' performance in 2024:

1. Ensuring business development aligns with the Company's vision, mission, Long-Term Plan (RJP), and Work Plan & Budget (RKAP) to maintain adaptability and resilience amid national and global business dynamics;
2. Proposing strategic initiatives to enhance passenger and freight transport services while optimizing supporting and non-transport businesses to strengthen revenue;
3. Guaranteeing scheduled and routine maintenance of facilities and infrastructure to uphold safety, security, and premium service quality;
4. Conducting periodic monitoring of IT transformation programs to ensure alignment with business needs and corporate governance standards;
5. Encouraging intensive coordination with relevant ministries/agencies on IMO and TAC policies to preempt future regulatory conflicts;
6. Overseeing strategic projects, fostering innovations to increase passenger volume, and mitigating long-term financial risks;
7. Regularly evaluating macroeconomic conditions and new regulations affecting operations and finances, along with developing risk mitigation measures;
8. Ensuring subsidiary management synergy to deliver optimal and sustainable contributions to the parent company;
9. Assessing investment plans to ensure targeted realization aligned with feasibility studies;
10. Optimizing asset utilization partnerships to enhance non-operational revenue potential;
11. Strengthening oversight and resolution of high-impact legal cases, including land disputes, non-performing receivables, and third-party collaborations;
12. Accelerating asset certification and security processes;
13. Expediting strategic project permits and resolving all pending matters per schedule;

14. Meningkatkan penerapan aplikasi SMARTKA, *Enterprise Risk Management* (ERM), serta efektivitas pengendalian internal melalui internal control testing secara berkala;
15. Mendorong penyelesaian tindak lanjut temuan auditor internal dan eksternal secara tuntas, serta mendukung implementasi *Internal Control over Financial Reporting* (ICoFR);
16. Memastikan transformasi struktur organisasi selaras dengan pengembangan SDM dan prinsip tata kelola perusahaan yang baik;
17. Mengimplementasikan program *employee well-being*, *merit system*, dan pengembangan kapasitas SDM untuk memperkuat kinerja dan budaya kerja perusahaan;
18. Mendorong penerapan kebijakan Arsitektur Sumber Daya Manusia (*Human Capital Architecture*) BUMN sebagaimana dimaksud dalam Surat Keputusan Menteri BUMN No. SK- 286/MBU/11/2024 tanggal 28 November 2024 dalam pengelolaan Sumber Daya Manusia di lingkungan Grup Perseroan;
19. Menindaklanjuti secara tuntas temuan-temuan auditor eksternal tahun 2024 dan tahun-tahun sebelumnya baik di PT KAI (Persero) maupun di anak-anak perusahaan, serta mencegah pengulangan temuan serupa melalui penegakan disiplin dan perbaikan proses; dan
20. Memastikan pelaksanaan prinsip-prinsip tata kelola perusahaan yang baik (GCG) berjalan tertib dan berkelanjutan di seluruh lini organisasi, sesuai Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
14. Enhancing the implementation of SMARTKA, *Enterprise Risk Management* (ERM), and internal control effectiveness through periodic testing;
15. Ensuring thorough follow-up on internal and external audit findings, including *Internal Control over Financial Reporting* (ICoFR) implementation;
16. Aligning organizational restructuring with human capital development and sound governance principles;
17. Implementing *employee well-being* programs, merit systems, and capacity-building initiatives to strengthen performance and corporate culture;
18. Adopting the SOE Human Capital Architecture policy per Minister of SOEs Decree No. SK-286/MBU/11/2024 dated November 28, 2024 across the Group's human resource management;
19. Resolving all 2024 and prior-year external audit findings at PT KAI (Persero) and subsidiaries, preventing recurrence through process improvements and disciplinary enforcement; and
20. Ensuring consistent and sustainable implementation of Good Corporate Governance (GCG) principles across all organizational levels, in compliance with Minister of SOEs Regulation No. PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Pandangan atas Prospek Usaha Perseroan yang Disusun oleh Direksi

Outlook on the Company's Business Prospects Prepared by the Board Of Directors

Keberhasilan Direksi dalam menjalankan tugas di tahun 2024 telah sesuai dengan langkah dan kebijakan strategis yang telah disusun dan ditetapkan. Lebih lanjut, untuk tahun mendatang PT KAI (Persero) telah menyusun dan menetapkan rencana kerja jangka panjang untuk tahun 2025-2029. Penyusunan ini telah disesuaikan dengan kondisi perseroan dan perekonomian global saat ini dan perkiraan di masa mendatang.

The Board of Directors' successful execution of duties in 2024 has aligned with the established strategic steps and policies. Furthermore, for the coming years, PT KAI (Persero) has prepared and established a long-term work plan for 2025-2029. This planning has been adjusted to accommodate both the Company's current condition and the global economic situation, including future projections.

Berdasarkan data Bank Dunia, memperkirakan pertumbuhan ekonomi Indonesia dapat mencapai 5,1% di tahun 2025. Hal ini membuka potensi keuangan Indonesia tetap stabil di tengah volatilitas ekonomi global yang masih terus dipengaruhi oleh geopolitik. Proyeksi ini juga didorong oleh kebijakan pemerintahan yang baru dalam mewujudkan hilirisasi industri dan Proyek Strategis Nasional (PSN) yang optimal. Selain itu, penerapan digitalisasi secara menyeluruh dan investasi di sektor-sektor strategis juga menjadi faktor pendorong lainnya yang membawa pertumbuhan ekonomi domestik di tahun mendatang.

Dalam cakupan sektor bisnis Perusahaan, Dewan Komisaris memandang prospek industri transportasi kereta api di tahun 2025 cukup menjanjikan dengan berbagai peluang dan tantangan yang harus diantisipasi secara strategis. Pertumbuhan ekonomi yang membaik serta dukungan pemerintah terhadap pengembangan infrastruktur transportasi nasional menjadi faktor pendorong utama meningkatnya permintaan layanan kereta api. Lebih lanjut, tren digitalisasi dan inovasi teknologi membuka peluang bagi PT KAI (Persero) untuk meningkatkan efisiensi operasional dan kualitas layanan, sekaligus memperluas produk dan pasar.

Di tengah peluang yang menjanjikan tersebut, Dewan Komisaris juga memahami bahwa PT KAI (Persero) sedang menghadapi tantangan yang signifikan, khususnya terkait penugasan pemerintah atau pelaksanaan PSN yang memerlukan investasi besar dengan dampak finansial yang cukup berat bagi Perusahaan. Penugasan ini berpotensi menekan likuiditas dan profitabilitas, sehingga perlu dikelola dengan hati-hati agar tidak mengganggu kesehatan keuangan Perusahaan secara keseluruhan. Oleh karena itu, Dewan Komisaris mendorong Direksi untuk memperkuat strategi adaptasi dan inovasi, meningkatkan sinergi antar Anak Perusahaan, serta fokus pada keberlanjutan dan keselamatan sebagai keunggulan kompetitif, sekaligus memastikan pengelolaan risiko keuangan yang *prudent* dalam menghadapi dinamika industri dan tuntutan penugasan di tahun 2025.

According to World Bank data, Indonesia's economic growth is projected to reach 5.1% in 2025. This indicates potential for Indonesia's financial stability amidst ongoing global economic volatility still influenced by geopolitical factors. This projection is further supported by the new government's policies in realizing industrial downstreaming and optimizing National Strategic Projects (PSN). Additionally, comprehensive digitalization implementation and investments in strategic sectors serve as other driving factors that will propel domestic economic growth in the coming year.

Within the scope of the Company's business sector, the Board of Commissioners views that the railway transportation industry prospects for 2025 appear quite promising, with various opportunities and challenges that must be strategically anticipated. Improving economic growth coupled with government support for national transportation infrastructure development serves as the main driving factor for increasing railway service demand. Moreover, digitalization trends and technological innovations present opportunities for PT KAI (Persero) to enhance operational efficiency and service quality while expanding products and markets.

Amid these promising opportunities, the Board of Commissioners also recognizes that PT KAI (Persero) faces significant challenges, particularly regarding government assignments or implementation of National Strategic Projects (PSN) that require substantial investments with considerable financial impact on the Company. These assignments may potentially pressure liquidity and profitability, thus requiring careful management to avoid compromising the Company's overall financial health. Therefore, the Board of Commissioners encourages the Board of Directors to strengthen adaptation and innovation strategies, enhance synergies among subsidiaries, and focus on sustainability and safety as competitive advantages, while ensuring prudent financial risk management in facing industry dynamics and assignment demands in 2025.

Dewan Komisaris menargetkan agar PT KAI (Persero) dapat terus memperkuat posisi sebagai penyedia layanan transportasi kereta api yang andal, efisien, dan berkelanjutan pada tahun 2025. Dewan Komisaris berharap PT KAI (Persero) mampu meningkatkan pertumbuhan pendapatan yang sehat melalui ekspansi layanan, inovasi produk, dan optimalisasi operasional, sekaligus menjaga profitabilitas di tengah tantangan industri dan penugasan pemerintah yang kompleks. Dewan Komisaris juga menginginkan PT KAI (Persero) untuk semakin memantapkan tata kelola perusahaan yang baik, meningkatkan kapabilitas sumber daya manusia, serta mengedepankan aspek keselamatan dan kualitas layanan sebagai prioritas utama.

Dalam menghadapi peluang dan tantangan bisnis yang tersedia di tahun yang akan datang, Dewan Komisaris meyakini bahwa Direksi telah melakukan analisis mendalam terhadap prospek bisnis yang sejalan dengan sektor bisnis Perusahaan. Dewan Komisaris melihat bahwa rencana strategis yang disusun oleh Direksi untuk tahun mendatang telah sejalan dengan Visi, Misi, dan RJPP.

Dewan Komisaris berharap PT KAI (Persero) mampu memanfaatkan peluang digitalisasi dan transformasi teknologi untuk meningkatkan daya saing dan responsivitas terhadap kebutuhan pelanggan. Secara keseluruhan, Dewan Komisaris berkeinginan agar PT KAI (Persero) tidak hanya tumbuh secara bisnis, tetapi juga dapat berkontribusi positif bagi pembangunan nasional dan keberlanjutan lingkungan, sehingga menjadi BUMN yang unggul dan terpercaya di tahun 2025.

The Board of Commissioners targets for PT KAI (Persero) to continue strengthening its position as a reliable, efficient, and sustainable railway service provider in 2025. The Board hopes PT KAI (Persero) can achieve healthy revenue growth through service expansion, product innovation, and operational optimization, while maintaining profitability amidst complex industry challenges and government assignments. The Board also expects PT KAI (Persero) to further solidify good corporate governance, improve human resource capabilities, and prioritize safety aspects and service quality as main priorities.

In facing the business opportunities and challenges ahead, the Board of Commissioners believes that the Board of Directors has conducted thorough analysis of business prospects aligned with the Company's business sector. The Board observes that the strategic plans prepared by the Board of Directors for the coming year are consistent with the Company's Vision, Mission, and Long-Term Development Plan (RJPP).

The Board of Commissioners hopes PT KAI (Persero) can leverage digitalization and technological transformation opportunities to enhance competitiveness and responsiveness to customer needs. Overall, the Board aspires for PT KAI (Persero) to not only grow business-wise but also contribute positively to national development and environmental sustainability, thus becoming an excellent and trusted State-Owned Enterprise (SOE) in 2025.

Pandangan atas Penerapan Tata Kelola Perusahaan yang Baik

Assessment on the Implementation of Good Corporate Governance

Di sepanjang tahun 2024, Dewan Komisaris menilai bahwa penerapan tata kelola perusahaan di PT KAI (Persero) telah berjalan dengan baik. Hal ini ditunjukkan dengan adanya perbaikan dan penguatan yang signifikan, khususnya dalam hal transparansi, akuntabilitas, dan pengelolaan risiko. Peningkatan tersebut tercermin dari peningkatan kualitas pelaporan manajemen, kepatuhan terhadap peraturan perundang-undangan, serta penguatan fungsi audit internal dan manajemen risiko.

Throughout 2024, the Board of Commissioners assessed that the implementation of corporate governance at PT KAI (Persero) has been carried out effectively. This is demonstrated by significant improvements and enhancements, particularly in transparency, accountability, and risk management. These improvements are reflected in the enhanced quality of management reporting, compliance with laws and regulations, as well as the strengthening of internal audit and risk management functions.

Dewan Komisaris juga mencatat adanya peningkatan koordinasi antara Direksi dan Dewan Komisaris, termasuk melalui komite-komite pendukung Dewan Komisaris yang telah menjalankan perannya secara lebih aktif dalam memberikan telaahan dan rekomendasi yang relevan terhadap berbagai isu strategis perusahaan.

Keberhasilan-keberhasilan tersebut tidak terlepas dari peran Dewan Komisaris yang berupaya untuk meningkatkan penerapan Tata Kelola Perusahaan yang Baik (GCG) melalui sejumlah *improvement* strategis sepanjang tahun 2024 di antaranya:

1. Dewan Komisaris memperkuat peran komite-komite di bawahnya, yaitu Komite Audit, Komite Pemantau Manajemen Risiko, serta Komite Nominasi dan Remunerasi, dengan meningkatkan intensitas rapat, kualitas telaahan, dan tindak lanjut atas hasil pengawasan.
2. Dewan Komisaris beserta komite-komite di bawahnya melakukan peningkatan kapabilitas melalui pelatihan dan *workshop* terkait isu-isu terkini GCG, manajemen risiko, dan keberlanjutan (*sustainability*).
3. Dewan Komisaris juga meningkatkan komunikasi dan koordinasi strategis dengan Direksi melalui rapat gabungan yang lebih terstruktur dan berbasis agenda strategis, sehingga pengawasan dan penasihat dapat lebih tepat sasaran dan bernilai tambah.
4. Sebagai bagian dari upaya perbaikan berkelanjutan, Dewan Komisaris juga melakukan peningkatan dalam aspek tata kelola administratif, khususnya dengan menjaga keteraturan tata persuratan serta dokumentasi risalah rapat dan rekomendasi, sehingga seluruh proses pengawasan terdokumentasi secara baik dan dapat dipertanggungjawabkan.
5. Dewan Komisaris melakukan pengawasan terhadap efektivitas pengelolaan *Whistle Blowing System* (WBS) PT KAI (Persero), termasuk mendorong peningkatan aksesibilitas, perlindungan terhadap pelapor, serta efektivitas tindak lanjut atas pengaduan yang masuk, guna mendukung budaya integritas dan pencegahan pelanggaran di lingkungan perusahaan.

The Board of Commissioners also noted improved coordination between the Board of Directors and the Board of Commissioners, including through the supporting committees of the Board of Commissioners which have played a more active role in providing relevant reviews and recommendations on the Company's strategic issues.

These achievements are inseparable from the role of the Board of Commissioners in striving to improve the implementation of Good Corporate Governance (GCG) through several strategic improvements during 2024, including:

1. The Board of Commissioners strengthened the role of its committees - the Audit Committee, Risk Management Monitoring Committee, and Nomination and Remuneration Committee - by increasing meeting frequency, improving review quality, and enhancing follow-up on supervision results.
2. The Board of Commissioners and its committees enhanced capabilities through training and workshops on current issues of GCG, risk management, and sustainability.
3. The Board of Commissioners improved strategic communication and coordination with the Board of Directors through more structured joint meetings with strategic agendas, enabling more targeted and value-added supervision and advisory.
4. As part of continuous improvement efforts, the Board of Commissioners also enhanced administrative governance aspects, particularly by maintaining proper correspondence procedures and documentation of meeting minutes and recommendations, ensuring all supervision processes are well-documented and accountable.
5. The Board of Commissioners oversees the effectiveness of the management of the Whistle Blowing System (WBS) of PT KAI (Persero), including encouraging increased accessibility, protection for whistleblowers, and the effectiveness of follow-up on complaints received, in order to support a culture of integrity and prevention of violations in the company environment.

Secara umum, Dewan Komisaris juga menilai tingkat efisiensi dan efektivitas sistem tata kelola perusahaan berada pada level yang cukup baik dan menunjukkan tren positif. Sistem tata kelola telah mampu mendukung pengambilan keputusan yang lebih akuntabel dan terukur, serta memperkuat koordinasi antara Direksi, Dewan Komisaris, dan seluruh organ pendukungnya. Hal ini juga tercermin dari meningkatnya digitalisasi proses kerja, penguatan pengendalian internal, serta pengurangan potensi duplikasi fungsi dan prosedur di berbagai lini.

Dewan Komisaris juga melihat bahwa komunikasi yang semakin terbuka dan sistem dokumentasi yang tertata baik telah memungkinkan pengawasan dan pemberian nasihat ditindaklanjuti dengan lebih cepat dan tepat. Di tahun mendatang, Dewan Komisaris mendorong agar sistem tata kelola perusahaan terus diperkuat melalui integrasi antar unit kerja, optimalisasi pemanfaatan teknologi informasi, serta pengembangan budaya kepatuhan dan integritas di seluruh lini perusahaan.

In general, the Board of Commissioners assessed that the efficiency and effectiveness of the corporate governance system remained at a satisfactory level and demonstrated positive trends. The governance system has effectively supported more accountable and measurable decision-making processes while strengthening coordination between the Board of Directors, Board of Commissioners, and all supporting organs. This progress is reflected in the increased digitalization of work processes, enhanced internal controls, and reduced potential for functional and procedural duplication across various business lines.

The Board of Commissioners also observed that more transparent communication and well-structured documentation systems have enabled faster and more precise follow-up on oversight activities and advisory recommendations. Looking ahead, the Board of Commissioners encourages continuous strengthening of the corporate governance system through improved inter-departmental integration, optimized utilization of information technology, and the development of a culture of compliance and integrity across all organizational levels of the Company.

Pandangan atas Penerapan Sistem Pelaporan Pelanggaran

Assessment on the Whistleblowing System Implementation

Dewan Komisaris secara aktif mengawasi pelaksanaan Sistem Pelaporan Pelanggaran (*Whistle Blowing System*) yang bertujuan untuk mendeteksi kecurangan ataupun pelanggaran internal. Pengawasan ini dilakukan dalam rangka mewujudkan komitmen Perusahaan untuk mendukung Pemerintah melakukan pemberantasan tindak pidana korupsi, serta mengantisipasi tindakan-tindakan yang dapat merugikan Perusahaan, baik secara material maupun non-material.

Sepanjang tahun 2024, terdapat beberapa pengaduan yang diterima terkait pelaksanaan operasional KAI. Namun demikian, pengaduan-pengaduan tersebut umumnya bersifat non-material dan tidak berdampak signifikan terhadap kelangsungan usaha. Perusahaan telah memiliki mekanisme penanganan pengaduan yang terstruktur melalui *Whistle Blowing System* dan layanan pelanggan, yang memungkinkan pelaporan dilakukan secara terbuka. Setiap pengaduan yang masuk kemudian ditindaklanjuti oleh unit terkait sesuai prosedur yang berlaku.

The Board of Commissioners actively oversees the implementation of the Whistleblowing System, which aims to detect fraud or internal violations. This supervision supports the Company's commitment to assisting the Government in eradicating corruption and preventing actions that may harm the Company, both materially and non-materially.

Throughout 2024, several operational complaints were received regarding KAI's operations. However, these complaints were generally non-material and did not significantly impact business continuity. The Company has established a structured complaint-handling mechanism through the Whistleblowing System and customer service, enabling open reporting. Each complaint is addressed by the relevant unit according to applicable procedures.

Dewan Komisaris memantau penanganan pengaduan tersebut melalui laporan berkala dari Direksi serta hasil evaluasi dari Komite Audit, guna memastikan bahwa setiap isu ditangani secara profesional, adil, dan transparan, serta menjadi bahan perbaikan berkelanjutan dalam sistem tata kelola perusahaan.

The Board of Commissioners monitors complaint resolution through periodic reports from the Board of Directors and evaluation results from the Audit Committee. This ensures all issues are handled professionally, fairly, and transparently, while serving as material for continuous improvement in the corporate governance system.

Dalam implementasinya, Dewan Komisaris menilai di tahun 2024 sistem pelaporan pelanggaran yang diimplementasikan telah berfungsi dengan baik. Hal ini tercermin dari terdapatnya sejumlah pengaduan yang diterima dan berhasil ditindaklanjuti. PT KAI (Persero) berkomitmen dalam memberikan perlindungan bagi pelapor juga memberikan dampak signifikan terhadap penerapan sistem, sehingga tujuan Perusahaan untuk melaksanakan praktik bisnis yang transparan dan bertanggung jawab dapat terwujud.

In practice, the Board of Commissioners assesses that the Whistleblowing System implemented in 2024 has functioned effectively. This is evidenced by the number of complaints received and successfully resolved. PT KAI (Persero)'s commitment to protecting whistleblowers has also significantly contributed to the system's implementation, helping the Company achieve its goal of transparent and responsible business practices.

Penilaian Kinerja Dewan Komisaris Tahun 2024

Assessment on Board of Commissioners Performance in 2024

Pada tahun 2024, Dewan Komisaris memperoleh hasil penilaian kinerja dengan tingkat realisasi sebesar 100% pada seluruh aspek *Key Performance Indicators* (KPI) yang telah ditetapkan dalam RUPS Tahunan Pengesahan RKAP Tahun 2024. Dengan pencapaian tersebut, kinerja Dewan Komisaris dikategorikan dalam predikat **"Sangat Baik"**. Capaian ini mencerminkan dedikasi, komitmen, dan konsistensi Dewan Komisaris dalam menjalankan perannya secara optimal sebagai organ pengawas perusahaan, sekaligus menunjukkan efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat dalam mendukung pencapaian tujuan strategis perusahaan.

In 2024, the Board of Commissioners achieved a 100% realization rate across all Key Performance Indicators (KPIs) established in the Annual General Meeting of Shareholders for the 2024 Work Plan and Budget (RKAP) approval. This outstanding performance earned the Board of Commissioners the **"Excellent"** performance rating. These results demonstrate the Board's dedication, commitment, and consistency in optimally fulfilling its role as the Company's supervisory body, while also reflecting the effectiveness of its oversight and advisory functions in supporting the achievement of corporate strategic objectives.

Penilaian kinerja Dewan Komisaris didasarkan pada tiga aspek utama. Pertama, aspek pengawasan dan penasihat, yang mencakup antara lain pelaksanaan reviu dan analisis terhadap berbagai komponen kinerja perusahaan, seperti penelaahan terhadap dokumen RJP dan RKAP, evaluasi atas pelaksanaan RKAP tahun sebelumnya, pemantauan kinerja Direksi, tanggapan terhadap perubahan lingkungan bisnis, tindak lanjut atas saran dan keluhan pemangku kepentingan, serta penilaian atas gejala penurunan kinerja perusahaan dan usulan calon pengurus anak perusahaan. Dalam aspek ini, Dewan Komisaris juga melaksanakan pengawasan dan pemberian

The performance evaluation of the Board of Commissioners was based on three main aspects. First, the oversight and advisory aspect, which included conducting reviews and analyses of various corporate performance components such as examining the Long-Term Plan (RJP) and Work Plan & Budget (RKAP) documents, evaluating the implementation of the previous year's RKAP, monitoring the Board of Directors' performance, responding to business environment changes, following up on stakeholder suggestions and complaints, and assessing signs of corporate performance decline as well as proposing candidates for subsidiary management. In this

nasihat atas sejumlah kebijakan strategis perusahaan, mulai dari kebijakan satuan pengawas internal, manajemen risiko, teknologi informasi, akuntansi dan laporan keuangan, pengelolaan SDM, pengadaan barang dan jasa, mutu dan pelayanan, hingga kepatuhan terhadap regulasi, pengelolaan anak perusahaan, serta penerapan prinsip-prinsip tata kelola perusahaan. Selain itu, pemantauan terhadap tindak lanjut temuan audit juga dilakukan secara aktif melalui proses penunjukan auditor serta pengawasan terhadap efektivitas pelaksanaan audit internal dan eksternal serta pengelolaan pengaduan. Kinerja pengawasan Dewan Komisaris juga terlihat melalui pelaksanaan monitoring terhadap penugasan *Project Director* dan proyek pengembangan investasi, serta penyelenggaraan rapat internal dan rapat gabungan dengan Direksi, yang realisasinya melampaui target.

Kedua, aspek pelaporan, yang meliputi penyampaian Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025 yang telah dilakukan tepat waktu sesuai target. Dewan Komisaris juga telah menyampaikan laporan dan pendapat kepada RUPS terkait kinerja dan remunerasi Direksi dengan realisasi sebesar 150% dari target. Selain itu, laporan atas kinerja manajemen tahun buku 2023 (*audited*) juga telah disampaikan sesuai ketentuan.

Ketiga, aspek dinamis atau aspek lain-lain, yang mencakup peningkatan kompetensi Dewan Komisaris dan organ pendukungnya melalui pelatihan, seminar, dan *benchmarking* sebanyak lima kali sesuai target. Dewan Komisaris juga mencatatkan capaian 100% dalam memberikan tanggapan atau rekomendasi terhadap seluruh usulan yang disampaikan oleh Direksi sepanjang tahun.

Pencapaian ini tidak hanya menggambarkan efektivitas pelaksanaan tugas dan fungsi pengawasan, namun juga menunjukkan bahwa Dewan Komisaris telah berperan aktif dalam mendorong penguatan tata kelola, pengendalian internal, dan akuntabilitas di seluruh lini perusahaan. Meskipun hasil kinerja ini telah menunjukkan capaian maksimal, Dewan Komisaris menyadari bahwa tantangan dan dinamika bisnis di masa mendatang akan semakin kompleks. Oleh karena itu, hasil penilaian ini harus menjadi motivasi untuk terus melakukan perbaikan dan peningkatan kinerja secara berkelanjutan, guna memastikan bahwa

aspect, the Board of Commissioners also exercised oversight and provided advice on several strategic corporate policies, ranging from internal audit unit policies, risk management, information technology, accounting and financial reporting, human resource management, procurement of goods and services, quality and service, to regulatory compliance, subsidiary management, and the implementation of good corporate governance principles. Additionally, active monitoring of audit findings follow-up was conducted through the auditor appointment process and supervision of internal and external audit effectiveness as well as complaint management. The Board's oversight performance was also evident through its monitoring of Project Director assignments and investment development projects, along with conducting internal meetings and joint meetings with the Board of Directors, all of which exceeded set targets.

Second, the reporting aspect, which included the timely submission of the 2025 Board of Commissioners' Work Plan and Budget, completed on schedule as targeted. The Board of Commissioners also submitted reports and opinions to the GMS regarding the performance and remuneration of the Board of Directors, achieving 150% of the target. Furthermore, the audited management performance report for 2023 fiscal year was submitted in accordance with regulations.

Third, the dynamic or miscellaneous aspect, which covered competency enhancement of the Board of Commissioners and its supporting organs through five training sessions, seminars, and benchmarking activities as targeted. The Board of Commissioners also achieved 100% in providing responses or recommendations to all proposals submitted by the Board of Directors throughout the year.

These achievements not only demonstrate the effective execution of oversight duties and functions but also show that the Board of Commissioners has played an active role in promoting governance strengthening, internal controls, and accountability across all company levels. While these performance results represent maximum achievement, the Board of Commissioners recognizes that future business challenges and dynamics will become increasingly complex. Therefore, these evaluation results should serve as motivation for continuous improvement and sustainable performance enhancement, ensuring that the oversight and advisory

fungsi pengawasan dan pemberian nasihat tidak hanya adaptif terhadap perubahan, tetapi juga mampu memberikan kontribusi strategis yang semakin relevan dan bernilai tambah bagi perusahaan. Dengan capaian kinerja yang sangat baik ini, hasil penilaian Dewan Komisaris dapat menjadi dasar pertimbangan bagi pemegang saham dalam menentukan arah kebijakan pengelolaan organ pengawas ke depan, serta sebagai bukti nyata kontribusi Dewan Komisaris terhadap pencapaian kinerja perusahaan secara keseluruhan.

functions remain adaptive to changes while providing increasingly relevant and value-added strategic contributions to the company. With this excellent performance achievement, the Board of Commissioners' evaluation results can serve as a consideration basis for shareholders in determining future supervisory organ management policies, as well as tangible evidence of the Board of Commissioners' contribution to the company's overall performance achievements.

Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris

Assessment on Performance of Committees Under the Board of Commissioners

Untuk mendukung efektivitas pelaksanaan fungsi pengawasan, Dewan Komisaris memiliki Komite pendukung meliputi Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Manajemen Risiko.

To support the effectiveness of supervisory functions, the Board of Commissioners has supporting committees consisting of the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.

Di tahun 2024, Komite-komite tersebut telah menjalankan tugas dan fungsinya secara efektif, serta memberikan kontribusi yang signifikan dalam memperkuat fungsi pengawasan dan pemberian nasihat Dewan Komisaris. Penilaian ini mengacu pada kinerja seluruh komite yang dilaksanakan secara independen, profesional, dan berbasis telaahan yang mendalam terhadap isu-isu strategis Perusahaan, serta pengembangan Tata Kelola SDM.

In 2024, these committees have effectively carried out their duties and functions, making significant contributions to strengthening the Board of Commissioners' supervisory and advisory roles. This assessment refers to the performance of all committees which was conducted independently, professionally, and based on in-depth reviews of the Company's strategic issues, as well as Human Resources Governance development.

a. Komite Audit

Dewan Komisaris menilai bahwa Komite Audit telah berperan secara aktif dalam menjalankan tugas dan tanggung jawabnya. Fungsi yang dijalankan meliputi kecukupan sistem pengendalian internal, kecukupan pelaporan, dan pengungkapan laporan keuangan. Selain itu, Komite Audit juga telah memberikan rekomendasi yang strategis mengenai penyempurnaan sistem pengendalian manajemen dan mengidentifikasi hal-hal yang memerlukan perhatian khusus dari Dewan Komisaris.

a. Audit Committee

The Board of Commissioners assesses that the Audit Committee has played an active role in carrying out its duties and responsibilities. The functions performed include adequacy of internal control systems, adequacy of reporting, and financial report disclosures. Additionally, the Audit Committee has provided strategic recommendations regarding improvements to management control systems and identified matters requiring special attention from the Board of Commissioners.

b. Komite Nominasi dan Remunerasi

Di tahun 2024, Komite Nominasi dan Remunerasi juga membantu Dewan Komisaris dalam melaksanakan fungsi nominasi dan remunerasi. Komite Nominasi dan Remunerasi telah berperan dalam meningkatkan kapabilitas Dewan Komisaris melalui penyusunan program pengembangan kemampuan Anggota Direksi dan/atau Anggota Dewan Komisaris yang menjabat. Lebih lanjut, Komite juga telah menyusun kebijakan dan besaran remunerasi yang sesuai dengan prosedur yang ditetapkan, baik untuk Direksi maupun Dewan Komisaris.

b. Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee also assisted the Board of Commissioners in carrying out nomination and remuneration functions. The Nomination and Remuneration Committee has contributed to enhancing the capabilities of the Board of Commissioners through developing competency programs for serving Directors and/or Board of Commissioners members. Furthermore, the Committee has formulated appropriate remuneration policies and amounts in accordance with established procedures, for both Board of Directors and the Board of Commissioners.

c. Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko telah melakukan penilaian dan memberikan rekomendasi tentang risiko usaha, tata cara mengurangi risiko, investasi, hingga pelaksanaan *Enterprise Risk Management* (ERM) perusahaan. Di sepanjang tahun 2024, Dewan Komisaris menilai Komite Pemantau Manajemen Risiko telah menjalankan tugas dan fungsinya secara optimal, sesuai piagam komite yang telah ditetapkan.

Secara berkala, Dewan Komisaris mendorong agar setiap komite mampu meningkatkan kualitas dalam menjalankan fungsinya dengan mengikuti program kompetensi. Upaya ini dilakukan untuk memperkuat koordinasi lintas komite, serta lebih adaptif terhadap isu-isu terkini, seperti transformasi digital, keberlanjutan, dan ESG (*Environmental, Social, and Governance*). Hal ini bertujuan untuk memastikan komite pendukung tetap relevan dan responsif terhadap dinamika bisnis dan standar tata kelola perusahaan yang baik.

c. Risk Management Monitoring Committee

The Risk Management Monitoring Committee has conducted assessments and provided recommendations regarding business risks, risk mitigation methods, investments, and implementation of the Company's Enterprise Risk Management (ERM). Throughout 2024, the Board of Commissioners assesses that the Risk Management Oversight Committee has optimally carried out its duties and functions in accordance with the established committee charter.

The Board of Commissioners periodically encourages each committee to improve the quality of their functions by participating in competency programs. These efforts aim to strengthen cross-committee coordination and increase adaptability to current issues such as digital transformation, sustainability, and ESG (*Environmental, Social, and Governance*). This is intended to ensure the supporting committees remain relevant and responsive to business dynamics and good corporate governance standards.

Pandangan Dewan Komisaris Terhadap Komitmen dan Implementasi Kinerja Keberlanjutan

Board of Commissioners' Perspective on Sustainability Commitment and Implementation Performance

Dewan Komisaris memahami konsep keberlanjutan sangat penting untuk diterapkan dalam melaksanakan bisnis yang bertanggung jawab. Lebih lanjut, Dewan Komisaris senantiasa memberikan nasihat kepada Direksi untuk senantiasa menyelaraskan seluruh aktivitas bisnis yang dilakukan dengan nilai-nilai berkelanjutan.

Di tahun 2024, Dewan Komisaris memandang bahwa komitmen dan implementasi kinerja keberlanjutan telah menunjukkan perkembangan yang positif. Langkah strategis untuk mengintegrasikan strategi bisnis Perseroan dengan keseimbangan lingkungan diharapkan mampu memberikan dampak positif terhadap kinerja PT KAI (Persero).

Perseroan secara konsisten mengadopsi prinsip-prinsip keberlanjutan dalam operasionalnya melalui penguatan aspek keselamatan dan pelayanan kepada pelanggan. Selain itu, PT KAI (Persero) juga menunjukkan komitmen terhadap aspek sosial dengan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang selaras dengan kebutuhan masyarakat dan tujuan pembangunan berkelanjutan (SDGs).

The Board of Commissioners is aware of the critical importance of implementing sustainability concepts in conducting responsible business practices. Furthermore, the Board consistently advises the Board of Directors to align all business activities with sustainable values.

In 2024, the Board of Commissioners observes that sustainability commitment and implementation performance have demonstrated positive progress. Strategic measures to integrate the Company's business strategy with environmental balance are expected to positively impact PT KAI (Persero)'s performance.

The Company has consistently adopted sustainability principles in its operations by strengthening safety aspects and customer service. Additionally, PT KAI (Persero) has demonstrated commitment to social aspects by implementing Social and Environmental Responsibility (TJSL) programs aligned with community needs and Sustainable Development Goals (SDGs).

Dewan Komisaris menilai bahwa kinerja keberlanjutan KAI dilakukan secara bertanggung jawab transparan dan akuntabel, serta didukung dengan pelaporan data yang terukur dan konsisten. Ke depan, Dewan Komisaris senantiasa mendorong agar kinerja keberlanjutan menjadi nilai strategis yang melekat dalam setiap pengambilan keputusan, termasuk dalam investasi, pengembangan infrastruktur, dan transformasi bisnis Perusahaan di tahun mendatang.

The Board of Commissioners assesses that KAI's sustainability performance has been conducted responsibly, transparently and accountably, supported by measurable and consistent data reporting. Moving forward, the Board of Commissioners will continue to advocate for sustainability performance to become an inherent strategic value in all decision-making processes, including investments, infrastructure development, and the Company's business transformation in the coming years.

Perubahan Komposisi Dewan Komisaris

Changes in the Board of Commissioners Composition

Di sepanjang tahun 2024, terdapat perubahan komposisi Dewan Komisaris PT KAI (Persero). Terdapat pemberhentian dengan hormat Riza Primadi berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia. Selain itu, terdapat pengangkatan Elen Setiadi berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia. Kemudian terdapat pemberhentian dengan hormat Elen Setiadi terhitung sejak tanggal 24 Juni 2024, berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 tentang Pemberhentian Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia). Dengan demikian, perubahan komposisi Dewan Komisaris hingga 31 Desember 2024 adalah sebagai berikut:

There were changes in the composition of the Board of Commissioners of PT KAI (Persero) in 2024. Riza Primadi was honorably dismissed based on the Minister of SOEs Decree No. SK-16/MBU/03/2024 dated March 5, 2024 regarding the Dismissal and Appointment of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). In addition, Elen Setiadi was appointed based on the Minister of SOEs Decree No. SK-61/MBU/03/2024 dated March 5, 2024 regarding the Dismissal and Appointment of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). Furthermore, Elen Setiadi was honorably dismissed effective June 24, 2024, based on the Minister of SOEs Decree No. SK-192/MBU/08/2024 dated August 2, 2024 regarding the Dismissal of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). Therefore, the changes in the composition of the Board of Commissioners as of December 31, 2024 are as follows:

Komposisi Dewan Komisaris tahun 2024

Composition of the Board of Commissioners in 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
1	Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021
2	Rochadi	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021
3	Riza Primadi*	Komisaris Independen / Independent Commissioner	- Pengangkatan Berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointment Based on Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021 - Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on Decree of the Minister of SOEs No. SK-16/MBU/03/2024 dated March 5, 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
4	Endang Tirtana	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of SOEs No. SK-417/MBU/12/2021 dated December 29, 2021
5	Mohamad Risal Wasal	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of SOEs No. SK-207/MBU/09/2022 dated September 20, 2022
6	Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of SOEs No. SK-174/MBU/8/2022 dated August 15, 2022
7	Diah Natalisa	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/ 03/2021 dated March 3, 2021
8	Chairul Anwar	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/ 03/2021 dated March 3, 2021
9	Johan Sirait	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of SOEs No. SK-173/MBU/8/2022 dated August 15, 2022
10	Endang Tirtana	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of SOEs No. SK-417/MBU/12/2021 dated December 29, 2021
11	Elen Setiadi**	Komisaris / Commissioner	• Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024 • Pemberhentian Berdasarkan Keputusan Menteri BUMN No. SK-192/ MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal Based on Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 / Resigned from office based on the Decree of the Minister of SOEs No. SK-16/MBU/03/2024 dated March 5, 2024

**) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024.

Penutup

Closing Remarks

Atas nama Dewan Komisaris, kami menyampaikan rasa terima kasih yang mendalam kepada semua pemangku kepentingan, termasuk pemegang saham, Direksi, dan seluruh pekerja, atas dukungan dan kerja sama yang telah diberikan sepanjang tahun 2024.

Keberhasilan yang dicapai oleh PT KAI (Persero) tidak terlepas dari dedikasi dan komitmen bersama dalam melaksanakan tugas dan tanggung jawab masing-masing. Kami sangat menghargai usaha tim manajemen dalam menerapkan prinsip-prinsip GCG, serta memastikan transparansi dan akuntabilitas dalam setiap langkah yang diambil. Apresiasi ini juga kami sampaikan kepada semua Komite yang telah bekerja keras dalam menjalankan fungsi pengawasan dan memberikan rekomendasi yang konstruktif.

On behalf of the Board of Commissioners, we would like to express our deepest gratitude to all stakeholders, including shareholders, the Board of Directors, and all employees, for their support and cooperation throughout 2024.

The achievements of PT KAI (Persero) are the result of the dedication and collective commitment in carrying out respective duties and responsibilities. We highly appreciate the management team's efforts in implementing Good Corporate Governance (GCG) principles and ensuring transparency and accountability in every step taken. This appreciation also extends to all Committees who have worked diligently in performing their oversight functions and providing constructive recommendations.

Sebagai penutup, Dewan Komisaris menegaskan kembali komitmennya untuk terus memperkuat fungsi pengawasan dan mendukung pertumbuhan berkelanjutan Perusahaan di masa yang akan datang. Kami meyakini bahwa dengan fondasi yang kokoh dalam tata kelola yang baik, serta kerja sama yang erat di antara semua pihak, PT KAI (Persero) akan mampu menghadapi berbagai tantangan dan memanfaatkan peluang yang ada di masa depan. Kami berharap semangat untuk berinovasi dan meningkatkan kinerja tetap terjaga, sehingga PT KAI (Persero) dapat terus memberikan kontribusi yang positif bagi pembangunan nasional di bidang transportasi perkeretaapian di Indonesia.

To conclude, the Board of Commissioners reaffirms its commitment to continue strengthening its supervisory role and supporting the Company's sustainable growth in the future. We believe that with a solid foundation in good governance and close collaboration among all parties, PT KAI (Persero) will be able to face various challenges and seize future opportunities. We hope the spirit of innovation and performance improvement remains strong, enabling PT KAI (Persero) to continue making positive contributions to national development in Indonesia's railway transportation sector.

Bandung, Juni 2025 / June, 2025

Atas Nama Dewan Komisaris / On Behalf of the Board of Commissioners



SAID AQIL SIROJ

Komisaris Utama/Komisaris Independen

President Commissioner/Independent Commissioner



Profil Perusahaan

Company Profile





Identitas Perseroan [GRI 2-1]

Corporate Identity [GRI 2-1]



Nama Perusahaan

Company's Name

PT Kereta Api Indonesia (Persero)



Nama Panggilan

Nickname

KAI



Status

Status

Badan Usaha Milik Negara (Persero)
State-Owned Enterprise (Persero)



Jumlah Pekerja (2024)

Total Employees (2024)

29.707 orang
29,707 people



Dasar Hukum Pendirian

Legal Basis of Establishment

Maklumat Kementerian Perhubungan No. 1/KA Tahun 1946
Decree of the Ministry of Transportation No. 1/KA of 1946



Sekretaris Perusahaan

Corporate Secretary

Raden Agus Dwinanto Budiadji



Tanggal Pendirian

Date of Establishment

28 September 1945
September 28, 1945



Alamat Kontak [GRI 2-3]

Contact Address

Telp : (022) 4230031/4230039/4230054
Fax : (022) 4203342 ext. 10039
E-mail : dokumen@kai.id



Bidang Usaha

Line of Business

Bidang Transportasi
Transportation Sector



Alamat Kantor Pusat [OJK C.2]

Head Office Address

Jl. Perintis Kemerdekaan No. 1 Bandung 40117
PO Box 1163 Bandung 40000



Wilayah Operasional

Operational Area

Indonesia



Media Sosial

Social Media

www.kai.id
Kereta Api Kita / KAI121
@Kereta Apikita / @kai121
@kai121_
Kereta Api Kita



Kepemilikan Saham

Share Ownership

Pemerintah Republik Indonesia (100%)
The Government of the Republic of Indonesia

Nama dan Alamat Kantor Cabang atau Kantor Perwakilan [OJK C.2] [GRI 2-2]

Name and Address of Branch Office or Representative Office [OJK C.2] [GRI 2-2]

Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta

Stasiun Cikini, Jl. Pegangsaan Timur, No. 6, Kec. Menteng, Jakarta Pusat.

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do1@kai.id

Web : www.kai.id

Daerah Operasi 2 Bandung / Operation Area 2 Bandung

Jl. Stasiun Selatan, No. 25, Bandung-40181

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do2@kai.id

Web : www.kai.id

Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon

Jl. Siliwangi, No. 82, Kec. Kejaksan, Cirebon, Jawa Barat-45124

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do3@kai.id

Web : www.kai.id

Daerah Operasi 4 Semarang / Operation Area 4 Semarang

Jl. M. H. Thamrin, No. 3, Semarang-50132

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do4@kai.id

Web : www.kai.id

Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto

Jl. Jenderal Soedirman, No. 209, Brubahan Purwanegara, Kec. Purwokerto Timur, Kab. Banyumas-53141

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do5@kai.id

Web : www.kai.id

Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta

Jl. Lempuyangan, No. 1, Danurejan Tegalpanggung, Yogyakarta-55213

Telp : (022) 4230031

Email untuk Surat Dinas : humasda6@kai.id

Web : www.kai.id

Daerah Operasi 7 Madiun / Operation Area 7 Madiun

Jl. Kompol Sunaryo, No. 14, Kel. Madiun Lor, Kec. Manguharjo, Madiun-63122

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do7@kai.id

Web : www.kai.id

Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya

Jl. Gubeng Masjid, No. 1, Surabaya - 60131

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do8@kai.id

Web : www.kai.id

Daerah Operasi 9 Jember / Operation Area 9 Jember

Jl. Dahlia, No. 2, Kec. Patrang, Jember-68118

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do9@kai.id

Web : www.kai.id

Balai Yasa Manggarai / Manggarai Railway Workshop

Jl. Bukit Duri Utara, No. 1, Jakarta Selatan-12850

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bymri@kai.id

Web : www.kai.id

Balai Yasa Jembatan / Railway Bridge Workshop

Jl. Kiaracandong, No. 92, Bandung-40272

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen@kai.id

Web : www.kai.id

Balai Yasa Tegal / Tegal Workshop

Jl. Semeru No. 5, Slerok, Tegal Timur, Tegal-52125

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bytg@kai.id

Web : www.kai.id

Balai Yasa Mekanik / Railway Mechanical Workshop

Jl. Kosambi No. 2, Cirebon, Prujakan

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bymri@kai.id

Web : www.kai.id

Balai Yasa Yogyakarta / Yogyakarta Railway Workshop

Jl. Kusbini, No. 1, Yogyakarta

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.byyk@kai.id

Web : www.kai.id

Nama dan Alamat Kantor Cabang atau Kantor Perwakilan
Name and Address of Branch Office or Representative Office

Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop

Jl. Tapak Siring, No. 5 Surabaya - 60131

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bysgu@kai.id

Web : www.kai.id

Divisi Regional 1 Sumatera Utara / North Sumatra Regional 1 Division

Jl. Prof. H.M Yamin, SH, No. 14 Medan-20231

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.dv1@kai.id

Web : www.kai.id

Sub Divisi Regional 1.1 Aceh / Aceh Regional 1.1 Sub Division

Jl. Iskandar Muda, No. 2, Sukaramai, Kec. Baiturrahman, Kota Banda Aceh

Telp : (022) 4230031

Email untuk Surat Dinas : sekretaris.sdv11@kai.id

Web : www.kai.id

Divisi Regional 2 Sumatera Barat / West Sumatra Regional 2 Division

Jl. Stasiun No. 1, Kec. Padang Timur, Kel. Sawahan Timur, Padang-25121

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.dv2@kai.id

Web : www.kai.id

Divisi Regional 3 Palembang / Palembang Regional 2 Division

Jl. Jend Achmad Yani 13 Ulu, No. 541, Palembang-30258

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.dv3@kai.id

Web : www.kai.id

Divisi Regional 4 Tanjung Karang / Tanjung Karang Regional 4 Division

Jl. Teuku Umar, No. 23, Bandar Lampung-35111

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.divre4@kai.id

Web : www.kai.id

Balai Yasa Lahat / Lahat Railway Workshop

Jl. Inspektur Yazid, No. 1 Lahat, Sumatera Selatan-31417

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bylt@kai.id

Web : www.kai.id

Balai Yasa Pulubrayan / Pulubrayan Railway Workshop

Jl. Bengkel Pulubrayan, Medan-20239

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bypub@kai.id

Web : www.kai.id



Brand Perusahaan

Corporate Brand



- **BENTUK**

Terinspirasi dari bentuk REL KERETA yang digambarkan dengan garis menyambung ke atas pada huruf A, KAI diharapkan terus maju dan menjadi solusi ekosistem transportasi terbaik yang terintegrasi, terpercaya, bersinergi, dan kelak dapat menghubungkan Indonesia dari Sabang sampai Merauke.

Dengan menggunakan *typeface italic* yang dinamis dan di modifikasi pada huruf A menggambarkan karakter KAI yaitu progresif, berpikiran terbuka, dan terpercaya. Grafik yang tegas namun ramah dengan perbedaan warna pada huruf diharapkan dapat mencerminkan hubungan yang harmonis dan kompeten antara KAI dan seluruh pemangku kepentingan.

- **WARNA**

Perpaduan antara warna biru tua yang menunjang stabilitas, profesionalisme, amanah dan kepercayaan diri, yang ditambah dengan aksen warna oranye, yang menunjukkan antusiasme, kreativitas, tekad, kesuksesan dan kebahagiaan.

- **DESIGN**

Inspired by the shape of RAIL which is depicted with a line connecting upwards in the letter A, KAI is expected to continue to advance and become a transportation ecosystem solution that is integrated, reliable, synergistic, and can one day connect Indonesia from Sabang to Merauke.

By using a dynamic italic typeface and modified in the letter A which describes the character of KAI, namely progressive, open-minded, and trusted. The graphic is firm but with different colors in the letters is expected to reflect a harmonious and competent relationship between KAI and all stakeholders.

- **COLOR**

The combination of dark blue that supports stability, professionalism, trustworthy and confidence, coupled with orange accents, which shows enthusiasm, creativity, determination, success and happiness.

Riwayat Singkat Perusahaan

Brief History of the Company



Sejarah perkeretaapian di Nusantara telah dimulai sejak tahun 1854 ketika Namlooze Venootschap Nederlanche Indische Spoorweg Maatschappij membangun jalan kereta api pertama dari Semarang ke Surakarta, Jawa Tengah. Setelah itu, 3 (tiga) perusahaan Belanda yang lain yaitu Staat Spoorwegen, Verenigde Spoorwegenbedrijf, dan Deli Spoorwegen Maatschappij ikut membangun jalur-jalur kereta api yang berlokasi baik di Jawa maupun luar Jawa.

PT Kereta Api Indonesia (Persero) didirikan pada tanggal 28 September 1945 sebagai Djawatan Kereta Api Repoeblik Indonesia (DKARI) setelah para pejuang kemerdekaan bergerak cepat melakukan pengambilalihan kantor pusat kereta api di Bandung dari penguasaan Jepang. Pada awal tahun 1946, dikeluarkan Maklumat Kementerian Perhubungan Republik Indonesia (RI) No. 1/KA yang secara resmi mengesahkan DKARI dengan Ir. Djuanda dan Mr. Soewahjo Soemodilogo diangkat sebagai Kepala dan Wakil Kepala DKARI pada struktur organisasinya.

Setelah resmi beroperasi, DKARI mengalami perubahan seiring pengambilalihan aset-aset Pemerintah Hindia Belanda melalui perjanjian Konferensi Meja Bundar (KMB) menjadi Djawatan Kereta Api (DKA) per tahun 1950. DKA kembali berganti menjadi Perusahaan Negara Kereta Api (PNKA) pada 25 Mei 1963 menjadi Perusahaan Nasional Kereta Api (PNKA) berdasarkan Peraturan Pemerintah RI No. 22 Tahun 1963. Dengan perubahan tersebut, PNKA memperkenalkan logo Wahana Daya Pertiwi yang mengekspresikan transformasi perkeretaapian Indonesia sebagai sarana transportasi yang andal bagi kesejahteraan tanah air. PNKA kemudian berubah menjadi Perusahaan Jawatan Kereta Api (PJKA) pada tahun 1971 berdasarkan Peraturan Pemerintah RI No. 61 Tahun 1971.

The history of railways in the archipelago began in 1854 when Namlooze Venootschap Nederlanche Indische Spoorweg Maatschappij built the first railroad from Semarang to Surakarta, Central Java. After that, 3 (three) other Dutch companies, namely Staat Spoorwegen, Verenigde Spoorwegenbedrijf, and Deli Spoorwegen Maatschappij, took part in building railroad lines located both in Java and outside Java.

PT Kereta Api Indonesia (Persero) was established on September 28th, 1945 as the Railway Department of the Republic of Indonesia (DKARI) after the freedom fighters moved quickly to take over the railway headquarters in Bandung from Japanese occupation. In early 1946, the Declaration of the Ministry of Transportation of the Republic of Indonesia (RI) No. 1/KA was issued which officially passed DKARI with Ir. Juanda and Mr. Soewahjo Soemodilogo were appointed as Head and Deputy Head of DKARI in its organizational structure.

After officially operating, DKARI underwent changes following the takeover of Dutch East Indies Government assets through the Dutch-Indonesian Round Table Conference (KMB) agreement to become the Railways Department (DKA) in 1950. Then, DKA changed to the State Railway Company (PNKA) on May 25th, 1963 based on Regulation of the Government of the Republic of Indonesia No. 22 of 1963. With these changes, PNKA introduced the WahanaDaya Pertiwi logo which expresses the transformation of Indonesian railways as a reliable means of transportation for the welfare of the homeland. PNKA then changed to the Railway Department Company (PJKA) in 1971 based on Regulation of the Government of the Republic of Indonesia No. 61 of 1971.

Riwayat Singkat Perusahaan

Brief History of the Company

Sebagai upaya peningkatan layanan jasa angkutan, PJKA diubah menjadi Perusahaan Umum Kereta Api (Perumka) pada tahun 1999, untuk kemudian diubah kembali menjadi Perseroan Terbatas dengan nama PT Kereta Api Indonesia (Persero) pada tahun 1998 berdasarkan Peraturan Pemerintah RI No. 19 Tahun 1998.

Hingga kini, KAI mengalami beberapa kali perubahan Anggaran Dasar, dengan perubahan terakhir dilakukan berdasarkan Keputusan Menteri Negara Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham Perseroan yang dicatat dalam Akta No. 278 tanggal 31 Desember 2021. Akta perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-01.03-0494898 tanggal 31 Desember 2021.

INFORMASI PERUBAHAN NAMA

Sejak awal didirikan, KAI telah mengalami beberapa kali perubahan nama dengan perincian sebagai berikut:

As an effort to improve transportation services, PJKA was changed to the Railway Public Corporation (Perumka) in 1999, which was then changed to a Limited Liability Company under the name PT Kereta Api Indonesia (Persero) in 1998 based on Regulation of the Government of the Republic of Indonesia No. 19 of 1998.

As of today, KAI's Articles of Association have undergone several amendments with the last amendment made based on the Decree of the State Minister for State-Owned Enterprises (SOE) as the Company's General Meeting of Shareholders which is recorded in Deed No. 278 dated December 31st, 2021. The deed of amendment was approved by the Minister of Law and Human Rights in Decree No. AHU-01.03-0494898 on December 31, 2021.

INFORMATION ON NAME CHANGE

Since its establishment, KAI has undergone several name changes as follows:

Tabel Perubahan Nama KAI

Tahun / Year	Nama Perusahaan / Company Name	Dasar Hukum / Legal Basis	Tanggal Berlaku / Effective Date
1945-1950	Djawatan Kereta Api Republik Indonesia (DKARI)	Maklumat Kementerian Perhubungan No. 1/KA Tahun 1946 / Declaration of the Ministry of Transportation of the Republic of Indonesia (RI) No. 1/KA of 1946	-
1950-1963	Djawatan Kereta Api (DKA)	Keputusan Menteri Perhubungan Tenaga dan Pekerjaan Umum RI No. 2 Tahun 1950 / Decree of the Minister of Transportation and Public Works of the Republic of Indonesia No. 2 of 1950	-
1963-1971	Perusahaan Nasional Kereta Api (PNKA)	Peraturan Pemerintah RI No. 22 Tahun 1963 / Regulation of the Government of the Republic of Indonesia No. 22 of 1963	25 Mei 1963 / May 25, 1963
1971-1991	Perusahaan Jawatan Kereta Api (PJKA)	Peraturan Pemerintah RI No. 61 Tahun 1971 / Regulation of the Government of the Republic of Indonesia No. 61 of 1971	15 September 1971 / September 15, 1971
1991-1998	Perusahaan Umum Kereta Api (PERUMKA)	Peraturan Pemerintah RI No. 57 Tahun 1990 / Regulation of the Government of the Republic of Indonesia No. 57 of 1990	30 Oktober 1990 / October 30, 1990
1998-Sekarang / 1998 - present	PT Kereta Api Indonesia (Persero)	Peraturan Pemerintah RI No. 19 Tahun 1998 / Regulation of the Government of the Republic of Indonesia No. 19 of 1998	03 Februari 1998 / February 3, 1998

Visi, Misi, dan Budaya Perusahaan

Vision, Mission, and Corporate Culture



Visi *Vision*

Menjadi solusi ekosistem transportasi terbaik untuk Indonesia.

To be the best transportation ecosystem solution for Indonesia.

Misi *Mission*

1. Untuk menyediakan sistem transportasi yang aman, efisien, berbasis digital, dan berkembang pesat untuk memenuhi kebutuhan Pelanggan.
 2. Untuk mengembangkan solusi transportasi massal yang terintegrasi melalui investasi dalam sumber daya manusia, infrastruktur, dan teknologi.
 3. Untuk memajukan pembangunan nasional melalui kemitraan dengan para pemangku kepentingan, termasuk memprakarsai dan melaksanakan pengembangan infrastruktur-infrastruktur penting terkait transportasi.
1. To provide a safe, efficient, digitalbased, fast-growing transportation system to meet customer needs.
 2. To develop integrated mass transportation solutions through investments in human resources, infrastructure and technology.
 3. To advance national development through partnerships with stakeholders, including initiating and implementing the development of important infrastructure related to transportation.



TINJAUAN VISI DAN MISI OLEH DEWAN KOMISARIS DAN DIREKSI

KAI secara berkala melakukan *review* terhadap visi dan misi Perseroan, sebagai upaya memastikan kesesuaian visi dan misi dengan perkembangan industri dan bisnis yang dijalankan. Di tahun 2024, Dewan Komisaris dan Direksi telah melakukan peninjauan kembali dan menyatakan bahwa visi dan misi KAI masih relevan dengan perkembangan industri dan bisnis yang dijalankan.

REVIEW OF VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

KAI regularly reviews the Company's vision and mission to ensure they align with the evolving industry and business landscape. In 2024, the Board of Commissioners and Board of Directors conducted a review and confirmed that KAI's vision and mission remain relevant to the current developments in the industry and business operations.

Visi, Misi, dan Budaya Perusahaan Vision, Mission, and Corporate Culture

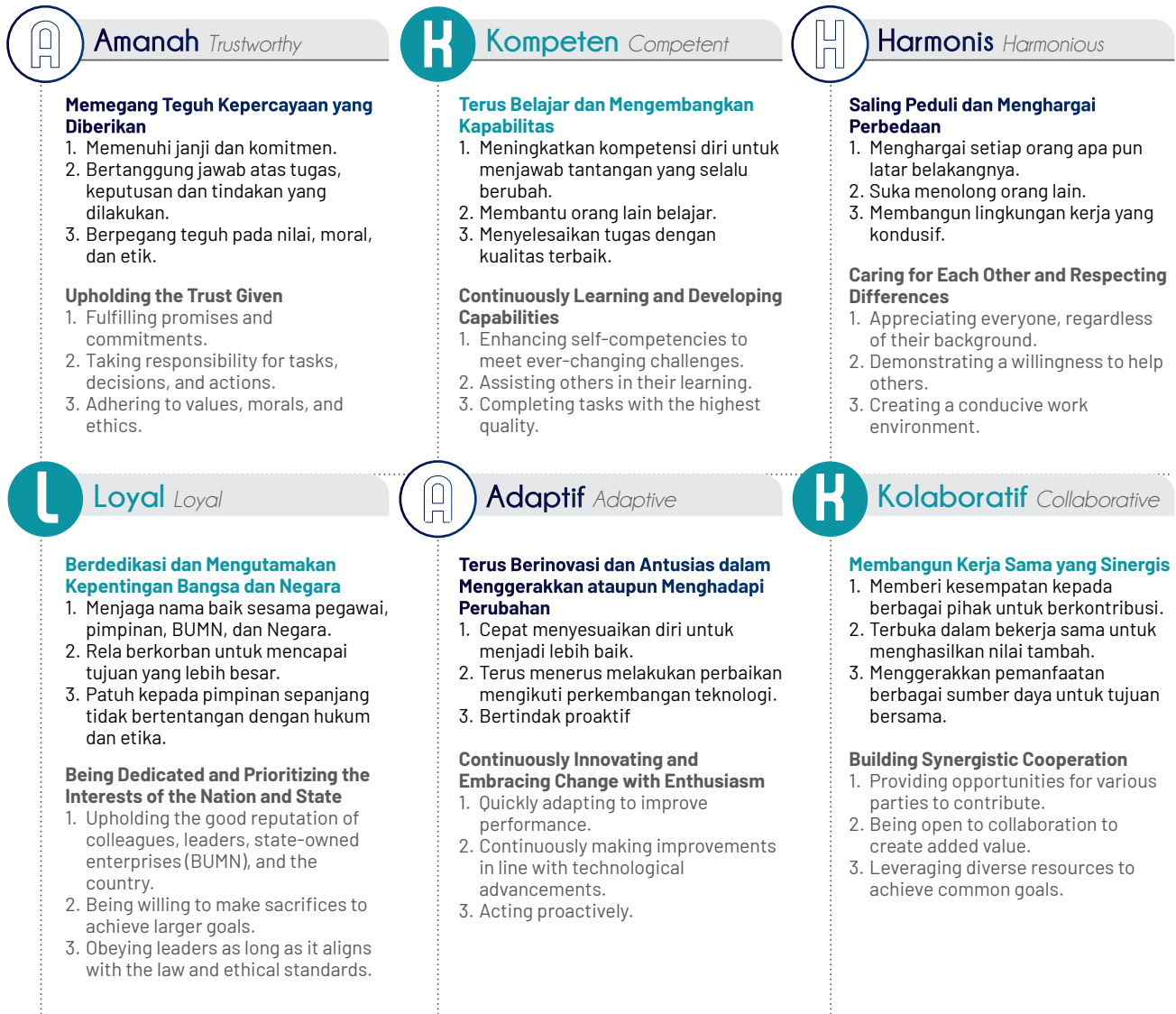
BUDAYA PERUSAHAAN

Sebagai Badan Usaha Milik Negara (BUMN), KAI menerapkan budaya Perseroan berupa *core values* “AKHLAK” sesuai Keputusan Menteri BUMN No. SE-7/MBU/ 07/2020. *Core values* “AKHLAK” dijelaskan sebagai berikut:

CORPORATE CULTURE

As a State-Owned Enterprise (SOE), KAI implements “AKHLAK” core values as its corporate culture in accordance with the Decree of the Minister of State-Owned Enterprises No. SE7/MBU/07/2020. The core values of “AKHLAK” are explained as follows:

AKHLAK



Kegiatan Usaha

Business Activities



KEGIATAN USAHA MENURUT ANGGARAN DASAR YANG DIJALANKAN

KAI telah mengalami beberapa kali perubahan Anggaran Dasar, dengan perubahan terakhir berdasarkan Pernyataan Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perseroan PT Kereta Api Indonesia (Persero) yang dinyatakan dalam Akta No. 122 tanggal 11 Januari 2023, yang laporan pemberitaannya telah diterima dan tercatat dalam basis data Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia sebagaimana dinyatakan dalam Surat No. AHU-AH.01.03-0008225 tanggal 17 Januari 2023.

Dalam Pasal 3 Anggaran Dasar Perseroan, maksud dan tujuan serta kegiatan usaha KAI telah disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) terbaru dengan perincian sebagai berikut:

1. Untuk mencapai maksud dan tujuan, Perseroan dapat melaksanakan kegiatan usaha yaitu:
 - a. Melakukan penyelenggaraan prasarana perkeretaapian yang meliputi pembangunan, pengoperasian, perawatan, dan pengusahaan prasarana perkeretaapian yang mencakup pada kegiatan:
 1. Konstruksi Gedung lainnya.
 2. Konstruksi jalan rel.
 3. Konstruksi Bangunan Sipil Jembatan, Jalan Layang, *Fly Over*, dan *Underpass*.
 4. Konstruksi Terowongan.
 5. Konstruksi Bangunan Sipil Telekomunikasi Untuk Prasarana Transportasi.
 6. Instalasi Listrik.
 7. Instalasi Sinyal dan Telekomunikasi Kereta Api.
 8. Aktivitas Stasiun Kereta Api.
 - b. Melakukan Penyelenggaraan sarana perkeretaapian yang meliputi pengadaan, pengoperasian, perawatan, dan pengusahaan sarana perkeretaapian yang mencakup pada kegiatan usaha:

BUSINESS ACTIVITIES ACCORDING TO THE ARTICLES OF ASSOCIATION

KAI has made several amendments to its Articles of Association, with the most recent change detailed in the Decree of the Minister of State for State-Owned Enterprises during the General Meeting of Shareholders of PT Kereta Api Indonesia (Persero). This change is outlined in Deed No. 122, dated January 11, 2023, and the notification report has been received and recorded in the Legal Entity Administration System database of the Ministry of Law and Human Rights, as stated in Letter No. AHU-AH.01.03-0008225, dated January 17, 2023.

In Article 3 of the Company's Articles of Association, the KAI's objectives and business activities have been updated to align with the latest Indonesian Standard Classification of Business Fields (KBLI). The details are as follows:

1. To achieve its objectives, the Company may engage in the following business activities:
 - a. Provision of railway infrastructure, which includes the construction, operation, maintenance, and management of railway infrastructure. This includes:
 1. Other building construction.
 2. Railroad construction.
 3. Construction of civil buildings for bridges, flyovers, and underpasses.
 4. Construction of tunnels.
 5. Construction of civil telecommunication buildings for transportation infrastructure.
 6. Electrical installation.
 7. Railway signal and telecommunication installation.
 8. Railway station activities.
 - b. Provision of railway facilities, which include procurement, operation, maintenance, and management activities related to:

Kegiatan Usaha *Business Activities*



1. Reparasi lokomotif dan gerbong kereta.	1. Repair of locomotives and train carriages.
2. Angkutan jalan rel untuk penumpang.	2. Railroad transportation for passengers.
3. Angkutan jalan rel untuk barang.	3. Railroad transportation for goods.
4. Angkutan jalan rel perkotaan.	4. Urban railroad transportation.
5. Angkutan jalan rel wisata.	5. Railroad transportation for tourism.
c. Perdagangan besar alat transportasi darat (bukan mobil, sepeda motor, dan sejenisnya), suku cadang dan perlengkapannya.	c. Wholesale trade in land transportation equipment (excluding cars and motorbikes), spare parts, and equipment.
d. Perdagangan besar barang bekas dan sisa-sisa tak terpakai (scrap).	d. Wholesale trade in used goods and unused scraps.
e. Aktivitas konsultasi transportasi.	e. Transportation consulting activities.
f. Aktivitas konsultan manajemen lainnya.	f. Other management consulting activities.
g. Kegiatan penunjang pendidikan.	g. Educational support activities.
h. Penanganan kargo (bongkar muat barang).	h. Cargo handling (loading and unloading of goods).
i. Aktivitas Ekspedisi Muatan Kereta Api dan Ekspedisi Angkutan Darat (EMKA & EAD).	i. Railway freight expedition and land transportation expedition activities (EMKA & EAD).

j. Angkutan multimoda. k. Aktivitas agen perjalanan lainnya. l. Pendidikan lainnya swasta. m. Pendidikan kesehatan swasta. n. Pendidikan dan pelatihan di bidang perkeretaapian. o. Aktivitas penunjang pertambangan dan penggalian lainnya. p. Usaha jasa pertambangan. q. <i>Real estate</i> yang dimiliki sendiri atau disewa. r. Kerja sama peningkatan akses stasiun kereta api yang bersinggungan dengan lahan milik pihak lain untuk dikembangkan dengan konsep terhubung dalam rangka meningkatkan nilai tambah bagi Perusahaan dan mendukung peningkatan pelayanan penumpang. 2. Selain kegiatan usaha utama sebagaimana dimaksud pada <i>point</i> 1, Perseroan dapat melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk: a. Pergudangan dan penyimpanan. b. Aktivitas <i>cold storage</i>. c. Aktivitas <i>bounded warehousing</i> atau wilayah kawasan berikat. d. Pergudangan dan penyimpanan lainnya. e. Aktivitas pelayanan Kepelabuhan laut. f. Aktivitas pelayanan Kepelabuhan sungai dan danau. g. Angkutan melalui saluran pipa. h. Konstruksi sentral telekomunikasi. i. Konstruksi jaringan irigasi, komunikasi dan limbah lainnya. j. Aktivitas telekomunikasi Khusus keperluan sendiri. k. Aktivitas pengolahan data. l. Portal web dan/atau platform digital dengan tujuan komersial. m. Konstruksi Gedung Hunian. n. Konstruksi Gedung Perkantoran. o. Konstruksi Gedung Perbelanjaan. p. Konstruksi Gedung Penginapan. q. Instalasi Mekanikal. r. Instalasi konstruksi lainnya yang tidak diklasifikasikan di tempat lain. s. Periklanan. t. Aktivitas klinik swasta. u. Aktivitas pelayanan kesehatan yang dilakukan oleh tenaga kesehatan selain dokter dan dokter gigi. v. Perdagangan eceran barang dan obat farmasi untuk manusia di apotek. w. Aktivitas pelayanan penunjang kesehatan. x. Konstruksi gedung kesehatan.	j. Multimodal transportation. k. Other activities of travel agents. l. Private education services. m. Private health education services. n. Education and training in the railway sector. o. Other mining and excavation support activities. p. Mining service business. q. Ownership or leasing of real estate. r. Collaboration to improve access to train stations intersecting land owned by other parties, to develop a connected concept for added value and enhanced passenger services. 2. In addition to the main business activities mentioned above, the Company may engage in additional activities to optimize its resources, including: a. Warehousing and storage. b. Cold storage activities. c. Bounded warehousing or bonded zone areas. d. Other warehousing and storage services. e. Seaport service activities. f. River and lake port service activities. g. Transportation through pipelines. h. Construction of telecommunication centers. i. Construction of irrigation networks and waste management systems. j. Special telecommunication activities for personal use. k. Data processing activities. l. Operation of web portals and/or digital platforms for commercial purposes. m. Construction of residential buildings. n. Construction of office buildings. o. Construction of shopping buildings. p. Construction of lodging facilities. q. Mechanical installations. r. Other unspecified construction installations. s. Advertising services. t. Private clinic services. u. Health services provided by health workers other than doctors and dentists. v. Retail trade of pharmaceutical goods and drugs in pharmacies. w. Health support services. x. Construction of health facilities.

- y. Penyiapan lahan.
- z. Museum yang dikelola swasta.
- aa. Aktivitas biro perjalanan wisata.
- ab. Melakukan kegiatan penyertaan modal pada perusahaan lain dalam rangka mengembangkan proses bisnis Perseroan.

- y. Land preparation services.
- z. Management of privately owned museums.
- aa. Travel agency operations.
- ab. Capital participation in other companies to enhance and develop the Company's business processes.

Sesuai maksud dan tujuan Perseroan, kegiatan usaha KAI adalah beroperasi di bidang transportasi, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perusahaan Terbatas.

In alignment with the Company's objectives, KAI's operations are focused on the transportation sector while optimizing the use of its resources to deliver high-quality, competitive goods and/or services to achieve profitability and enhance the Company's value, adhering to the principles of a Limited Company.

PRODUK DAN JASA [OJK C.4][GRI 2-6]

Perseroan merupakan BUMN yang menyediakan, mengatur, dan mengurus jasa angkutan kereta api di Indonesia. Seiring perkembangan dinamika dunia usaha dan perkembangan pasar, Perseroan juga menyelenggarakan kegiatan usaha penunjang lain dengan memanfaatkan sumber daya yang dimilikinya.

PRODUCTS AND SERVICES [OJK C.4][GRI 2-6]

The Company is a state-owned enterprise that provides, regulates, and manages railway transportation services across Indonesia. In response to evolving business dynamics and market trends, the Company also engages in additional supportive business activities to optimize its resource utilization.

Kegiatan usaha KAI dibagi ke dalam beberapa segmen usaha yang menjadi sumber-sumber pendapatan bagi Perseroan. Segmen usaha tersebut adalah angkutan penumpang, angkutan barang, pendukung angkutan kereta api, pendapatan non-angkutan dan subsidi Pemerintah yang terdiri dari PSO, IMO, dan Perintis.

KAI's operations are categorized into several business segments, each serving as a source of income for the Company. These segments include passenger transportation, freight transportation, railway support services, non-transportation income, and government subsidies encompassing PSO, IMO, and Pioneer.

• ANGKUTAN PENUMPANG KERETA

Sebagai perusahaan yang mengelola perkeretaapian di Indonesia, KAI banyak mengoperasikan KA penumpang, baik KA Utama (Komersial dan Non-Komersial), maupun KA lokal di Jawa dan Sumatera.

• PASSENGER TRAIN TRANSPORTATION

As a railway operator in Indonesia, KAI manages an extensive range of passenger trains, including both Main Trains (Commercial and Non-Commercial) and local services across Java and Sumatra.

Pengoperasian layanan KA penumpang, selain dilakukan oleh KAI sebagai induk perusahaan, juga dilaksanakan oleh anak perusahaan yakni PT Kereta Commuter Indonesia, PT Railink, serta PT Kereta Api Pariwisata.

The operation of passenger train services is not only carried out by KAI as the parent company but also by its subsidiaries, namely PT Kereta Commuter Indonesia, PT Railink, and PT Kereta Api Pariwisata.

PT Kereta Commuter Indonesia (KAI Commuter) atau yang lebih dikenal dengan KAI Commuter, merupakan anak perusahaan KAI yang dipercaya untuk mengelola KRL Commuter Line Jakarta, Bogor, Depok, Tangerang, dan Bekasi (Jabodetabek). Sejak 1 Oktober 2020, KAI menugaskan KAI Commuter untuk mengoperasikan kereta api lokal di wilayah Daop 1 Jakarta.

PT Kereta Commuter Indonesia (KAI Commuter), commonly known as KAI Commuter, is a subsidiary of KAI entrusted with managing the KRL Commuter Line in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). Since October 1, 2020, KAI has assigned KAI Commuter to operate local trains in the Jakarta Area Operation District (Daop 1 Jakarta).

Seiring berlakunya Grafik Perjalanan Kereta Api (Gapeka) Tahun 2021 per 1 Maret 2021, KAI Commuter mengoperasikan KRL di luar wilayah Jabodetabek yaitu KRL relasi Yogyakarta - Solo Balapan (PP) menggantikan KA Prambanan Ekspres yang saat ini hanya melayani Yogyakarta - Kutoarjo (PP).

Ekspansi KAI Commuter tidak berhenti di 2 wilayah tersebut, pada April 2022, KA Lokal di Wilayah 2 Bandung dan Wilayah 8 Surabaya dengan izin operasi di November semakin memperluas wilayah operasi KAI Commuter. Di akhir tahun 2022 KAI Commuter diberikan tugas untuk mengoperasikan Kereta Bandara.

Setelah *Switch Over* (SO) 5 Manggarai pada 2022, pola operasi di Wilayah Jabodetabek mengalami perubahan. Perjalanan pada lintas Bogor/Nambo/Depok hanya ke Jakarta Kota, sedangkan lintas Cikarang/Bekasi perjalanan terbagi atas *full racket* (Cikarang/Bekasi-Kampung Bandan via Manggarai untuk kembali ke Cikarang/Bekasi via Pasar Senen dan Cikarang/Bekasi-Kampung Bandan via Pasar Senen untuk kembali ke Cikarang/Bekasi via Manggarai). Untuk *half racket* (Cikarang/Bekasi-Kampung Bandan/Angke via Manggarai untuk kembali ke Cikarang/Bekasi via Manggarai). Sementara untuk lintas Tanah Abang-Rangkasbitung dan lintas Duri-Tangerang masih tetap sama.

Sementara untuk kereta bandara selain Bandara Soekarno-Hatta, KAI mendelegasikan kepada PT Railink (KAI Bandara), anak perusahaan KAI yang menghadirkan layanan transportasi publik berbasis *railway* berupa Kereta Api Bandara.

Sejak didirikan pada 28 September 2006, KAI Bandara mengoperasikan KA Bandara Kualanamu sebagai KA Bandara pertama di Indonesia pada 25 Juli 2013. KAI Bandara mendatangkan 4 (empat) rangkaian kereta eksklusif dan modern yang berstandar internasional dengan rute Stasiun Medan - Stasiun Kualanamu (PP).

Pada 28 September 2022 KAI Bandara Kualanamu membuka layanan baru di Stasiun Bandar Khalipah Medan, sehingga rute perjalanan menjadi Stasiun Medan - Stasiun Bandar Khalipah - Stasiun Kualanamu (PP). Setahun kemudian, pada 1 September 2023 KA Bandara kembali menambah rute perjalanan dari Stasiun Medan - Kualanamu (PP) dengan penambahan 2 (dua) stasiun pemberhentian yaitu Araskabu, dan Batangkuis, sehingga rute saat ini menjadi Stasiun Medan- Stasiun Bandar

With the implementation of the 2021 Train Schedule (Gapeka) as of March 1, 2021, KAI Commuter operates commuter trains outside the Jabodetabek area, namely the Yogyakarta - Solo Balapan commuter train, replacing the Prambanan Express train, which currently only serves the Yogyakarta - Kutoarjo route.

KAI Commuter's expansion doesn't stop at these two areas; in April 2022, local trains in Region 2 Bandung and Region 8 Surabaya, with operating permits granted in November, further expand KAI Commuter's operational area. At the end of 2022, KAI Commuter was tasked with operating Airport Trains.

Following the *Switch Over* (SO) at Manggarai 5 in 2022, there have been operational changes in the Jabodetabek area. For the Bogor/Nambo/Depok routes, the journey is now only to Jakarta Kota, while for the Cikarang/Bekasi routes, the journey is divided into *full racket* (Cikarang/Bekasi-Kampung Bandan via Manggarai to return to Cikarang/Bekasi via Pasar Senen and Cikarang/Bekasi-Kampung Bandan via Pasar Senen to return to Cikarang/Bekasi via Manggarai). As for *half racket* routes (Cikarang/Bekasi-Kampung Bandan/Angke via Manggarai to return to Cikarang/Bekasi via Manggarai). Meanwhile, the Tanah Abang-Rangkasbitung and Duri-Tangerang routes remain unchanged.

Regarding airport trains other than Soekarno-Hatta Airport, KAI has delegated the task to PT Railink (KAI Airport), a subsidiary of KAI that provides public transportation services based on railway infrastructure in the form of Airport Trains.

Established on September 28, 2006, KAI Airport operates the Kualanamu Airport Train as Indonesia's first Airport Train on July 25, 2013. KAI Airport introduced 4 (four) exclusive and modern train sets with international standards on the route from Medan Station to Kualanamu Station (round trip).

On September 28, 2022, KAI Airport Kualanamu opened a new service at Bandar Khalipah Medan Station, thus expanding the travel route to Medan Station-Bandar Khalipah Station-Kualanamu Station (round trip). A year later, on September 1, 2023, the Airport Train added another route from Medan Station to Kualanamu Station (round trip) with the addition of 2 (two) additional stops at Araskabu and Batangkuis stations, making the current route from Medan Station to Bandar Khalipah Station-

Khalipah – Stasiun Batangkuis – Stasiun Araskabu – Stasiun Kualanamu (PP). Pada tanggal 1 September 2023 pula KA Lokal Srilelawangsa mulai dioperasikan oleh KAI Bandara dengan sistem yang sama dengan KA Bandara yaitu berbasis *Airport Railway Ticketing System* (ARTS) dengan relasi Medan, Binjai, Kuala Bingai.

Pada tanggal 26 Desember 2017, KAI Bandara menambah perjalanan KA Bandara Soekarno Hatta (Basoetta) yang kini pengelolaannya telah beralih ke KAI Commuter.

Mulai 1 April tahun 2022, KAI Bandara mendapatkan penugasan sebagai penyedia layanan dan sistem pembelian tiket di Kereta Api Bandara Yogyakarta International Airport. KAI Bandara YIA melayani tiga stasiun yaitu stasiun Yogyakarta, Wates, dan YIA. Pada November 2022 KAI Bandara mendapatkan izin operasi untuk menjadi operator penuh KA Bandara Yogyakarta.

Kemudian, KAI Wisata dijalankan oleh PT Kereta Api Pariwisata yang menawarkan produk jasa/layanan meliputi paket perjalanan wisata untuk perorangan (FIT) ataupun rombongan dengan sistem pola carter, dengan menggunakan kereta api sebagai transportasi utama. Sejumlah yang disewakan antara lain Kereta Istimewa, Kereta Panoramic, Kereta Wisata Bali, Kereta Wisata Imperial, Kereta Wisata Jawa, Kereta Wisata Nusantara, Kereta Wisata *Priority*, Kereta Wisata Sumatera, Kereta Wisata Toraja dan Kereta Uap di Museum Ambarawa.

KAI Wisata yang diberikan kepercayaan fokus pada bidang jasa pariwisata kereta api telah memiliki 12 lini bisnis saat ini diantaranya mengelola:

1. Kereta wisata.
2. Hotel Transit Gambir.
3. Lounge Anggrek.
4. *Luxury Lounge*.
5. *Shower n Locker*.
6. *Heritage Building* Lawang Sewu & Indonesia Railway Museum Ambarawa.
7. Ticketing & Pengelolaan Dokumen Perjalanan.
8. *Tenaga Frontliner & Contact Centre*.
9. *Tour & Mice*.
10. Periklanan, *Podcast* & Pengelolaan Social Media.
11. Aplikasi *E-Porter*.
12. Sewa Kendaraan Restorasi.

Batangkuis Station–Araskabu Station–Kualanamu Station (round trip). On September 1, 2023, the Srilelawangsa Local Train also began operating under KAI Airport with the same system as the Airport Train, based on the Airport Railway Ticketing System (ARTS), with routes covering Medan, Binjai, and Kuala Bingai.

On December 26, 2017, KAI Airport added flights for the Soekarno-Hatta Airport Train (Basoetta), which is now managed by KAI Commuter.

Starting April 1, 2022, KAI Airport was tasked with providing ticketing services and ticket purchasing systems for the Yogyakarta International Airport Train. KAI Airport YIA serves three stations: Yogyakarta Station, Wates Station, and YIA Station. In November 2022, KAI Airport obtained an operating permit to become the full operator of the Yogyakarta Airport Train.

Furthermore, KAI Wisata, operated by PT Kereta Api Pariwisata, offers tourism service products, including travel packages for individuals (FIT) or groups with a charter pattern system, using trains as the main mode of transportation. Some of the trains available for rent include the Special Train, Panoramic Train, Bali Tourism Train, Imperial Tourism Train, Java Tourism Train, Nusantara Tourism Train, Priority Tourism Train, Sumatra Tourism Train, Toraja Tourism Train, and Steam Train at the Ambarawa Museum.

KAI Wisata, entrusted with focusing on railway tourism services, currently manages 12 business lines, including:

1. Tourist train services.
2. Gambir Transit Hotel.
3. Anggrek Lounge.
4. *Luxury Lounge*.
5. Shower and Locker facilities.
6. Heritage attractions like Lawang Sewu & the Indonesia Railway Museum in Ambarawa.
7. Ticketing and travel document management.
8. Frontliner and contact center staff.
9. Tour and MICE.
10. Advertising, podcasting, and social media management.
11. *E-Porter* application services.
12. Vehicle rental services.

- **RESTORASI**

Setiap rangkaian kereta api milik KAI dilengkapi dengan kereta yang berfungsi sebagai restorasi, atau gerbong restoran. Restorasi pada rangkaian kereta api tersebut menyediakan layanan makan dan minum bagi pelanggan selama perjalanan.

KAI memiliki anak perusahaan PT Reska Multi Usaha (KAI Services) sebagai pelaksana restorasi yang juga menunjang kebijakan dan program KAI selaku perusahaan induk pada usaha restoran kereta api serta usaha terkait lainnya. Bidang usaha KAI Services terbagi ke dalam 3 (tiga) bisnis inti, yaitu:

1. **On Board Services**

Terdiri dari restoran kereta dan jasa kebersihan di kereta serta fasilitas penunjang lainnya (*passenger amenities*).

2. **Integrated Facility Service**

Terdiri dari keamanan, parkir, jasa kebersihan, dan alih daya.

3. **Commercial Services**

Terdiri dari kafe, catering, dan layanan umum

- **ANGKUTAN BARANG**

Selain angkutan penumpang, Perseroan juga menyediakan jasa angkutan barang mulai dari skala kecil hingga skala besar termasuk komoditas industri. Untuk layanan angkutan barang, KAI melalui anak perusahaannya, PT Kereta Api Logistik (KAI Logistik) sebagai Badan Usaha Angkutan Multimoda, melakukan usaha di bidang layanan distribusi logistik dengan berbagai segmentasi produk diantaranya KALOG Express untuk layanan kurir dan kargo, KALOG Plus untuk mengakomodir kebutuhan pengiriman barang dalam jumlah yang lebih besar, serta layanan penunjang untuk memastikan terpenuhinya kebutuhan logistik yang beragam seperti angkutan kontainer, *Freight Forwarding*, depot/*warehousing* dan kegiatan keterminalan lainnya. Selain itu, KAI Logistik juga menghadirkan KALOG Pro untuk segmentasi logistik *business to business* dengan menawarkan keunggulan dan pelayanan prima serta menyediakan layanan *one stop solution/end to end services* guna mewujudkan layanan *total logistics solution* seperti layanan angkutan *multi commodity, project logistic*, keterminalan dan penanganan batu bara.

- **RESTORATION**

Every train set owned by KAI is equipped with a carriage serving as a restaurant, or dining car. These dining cars provide food and beverage services for passengers during their journey.

KAI has a subsidiary named PT Reska Multi Usaha (KAI Services) tasked with executing the restoration services while also supporting KAI's policies and programs as the parent company in the train restaurant business and other related ventures. The business sectors of KAI Services are divided into 3 (three) core businesses, namely:

1. **On Board Services**

This includes train restaurants and cleaning services onboard.

2. **Integrated Facility Services**

This covers security, parking, cleaning services, and outsourcing solutions.

3. **Commercial Services**

This encompasses cafes, catering, and various public services.

- **FREIGHT TRANSPORTATION**

In addition to passenger transportation, the Company also provides freight transportation services ranging from small to large scale, including industrial commodities. For freight transportation services, KAI, through its subsidiary PT Kereta Api Logistik (KAI Logistics) as a Multimodal Transportation Business Entity, engages in logistics distribution services with various product segmentations. This includes KALOG Express for courier and cargo services, KALOG Plus to accommodate larger shipment quantities, as well as supporting services to ensure diverse logistics needs are met, such as container transportation, Freight Forwarding, depot/*warehousing*, and other terminal activities. Moreover, KAI Logistics also introduces KALOG Pro for business-to-business logistics segmentation, offering superior advantages and premium services, as well as providing one-stop solutions/ end-to-end services to realize total logistics solutions such as multi-commodity transportation services, project logistics, terminal operations, and coal handling.

KAI Logistik memiliki orientasi pengembangan bisnis sebagai penyedia jasa layanan distribusi logistik secara total (*Total Logistics Solution*) melalui *End-to-End Services* atau sebagai *SCM Service Provider* dengan dukungan teknologi informasi. Untuk memfasilitasi layanan logistik secara terpadu, KAI Logistik telah membangun sejumlah infrastruktur jasa logistik, antara lain terminal kereta api di pulau Jawa serta fasilitas dan infrastruktur yang dimodernisasi untuk penanganan batu bara di Sumatera Selatan.

KAI Logistics has a business development orientation as a total logistics distribution service provider through *End-to-End Services* or as an *SCM Service Provider* with IT support. To facilitate integrated logistics services, KAI Logistics has built several logistics service infrastructures, including railway terminals in Java and modernized facilities and infrastructure for coal handling in South Sumatra.

Skala Usaha [OJK C.3] [GRI 2-6]

Business Scale [OJK C.3] [GRI 2-6]

(Dalam Ribuan Rupiah)

(In Thousands of Rupiah)

Uraian / Description	2024	2023	2022
Total Pendapatan / Total Income	36.108.216.958	35.106.535.574	25.577.639.010
Jumlah Liabilitas / Total Liabilities	61.774.463.399	50.468.176.132	42.501.045.418
Jumlah Ekuitas / Total Equity	35.324.662.473	30.906.137.241	29.080.184.305
Jumlah Aset / Total Assets	97.099.125.872	81.374.313.373	71.581.229.723
Laba (Rugi) Tahun Berjalan / Income (Loss) for the Year	2.222.582.760	1.871.548.137	1.685.989.220

Rantai Pasok dan Relasi Bisnis Lainnya [GRI 2-6]

Supply Chain and Other Business Relation [GRI 2-6]

Kegiatan operasional Perseroan melibatkan sejumlah mitra kerja, antara lain dalam membangun prasarana beserta fasilitas perawatan prasarana, serta sarana beserta fasilitas perawatan sarananya. Selain itu, Perseroan juga melibatkan sejumlah mitra kerja di bidang jasa guna meningkatkan kualitas layanan produk dan jasa KAI.

Di tahun 2024, Perseroan melibatkan para pemasok lokal dengan proporsi pembayaran kepada pemasok lokal mencapai 97,29% dari total nilai pembayaran KAI kepada pemasok. Informasi lebih lanjut mengenai relasi bisnis KAI dengan pihak-pihak berelasi terdapat pada Bab Analisis dan Pembahasan Manajemen.

The Company's operational activities involve a number of partners, including in building infrastructure and infrastructure maintenance facilities, as well as facilities and maintenance facilities. In addition, the Company also involves a number of partners in the service sector to improve the quality of KAI's product and service services.

In 2024, the Company involved local suppliers with the proportion of payments to local suppliers reaching 97.29% of the total value of KAI's payments to suppliers. Further information regarding KAI's business relations with related parties can be found in the Management Analysis and Discussion Chapter.

Peta Wilayah Operasional [OJK C.2, C.3] [GRI 2-2]

Map of Operational Area [OJK C.2, C.3] [GRI 2-2]

Di tahun 2024, KAI memiliki 1(satu) Kantor Pusat, 9(sembilan) Daerah Operasi, 4(empat) Divisi Regional, 1(satu) Sub Divisi Regional dan 8(delapan) Balai Yasa.

In 2024, KAI has 1(one) Head Office, 9(nine) Operational Areas, 4(four) Regional Divisions, 1(one) Regional Sub Division and 8(eight) Railway Workshop.

JARINGAN KANTOR

Tabel Jaringan Kantor Tahun (5 tahun terakhir)

Jaringan Kantor / Office Network	2024	2023	2022	2021	2020
Kantor Pusat / Head Office	1	1	1	1	1
Daerah Operasi (Daop) / Operation Area	9	9	9	9	9
Divisi Regional (Divre) / Regional Division	4	4	4	4	4
Sub Divisi Regional (Subdivre) / Regional Sub-Division	1	1	1	1	1
Balai Yasa / Railway Workshop	8	8	8	8	8

OFFICE NETWORK

Table of Office Network (the Last 5 Years)



Peta Wilayah Operasional Map of Operational Area

Wilayah operasi PT Kereta Api Indonesia (Persero) mencakup Pulau Sumatera dan Jawa. Wilayah kerja di Pulau Jawa dibagi berdasarkan Daerah Operasi (Daop), sedangkan wilayah kerja di Sumatera dibagi berdasarkan Divisi Regional (Divre).

The operational area of PT Kereta Api Indonesia (Persero) covers the islands of Sumatra and Java. The work areas in Java are divided based on Operating Regions (Daop), while the work areas in Sumatra are divided based on Regional Divisions (Divre).

Wilayah / Area	Kantor Pusat / Head Office	Daerah Operasi / Operation Area	Divisi Regional / Regional Division	Sub Divisi Regional / Regional Sub-Division	Balai Yasa / Railway Workshop
Jawa / Java	1	9	-	-	6
Sumatera / Sumatra	-	-	4	1	2



Data Pekerja [OJK C.3] [GRI 2-7, 405-1]

Employees Data [OJK C.3] [GRI 2-7, 405-1]

KOMPOSISI PEKERJA BERDASARKAN JENIS KELAMIN

(Dalam satuan orang)

Jenis Kelamin / Gender	2024	2023	2022
Laki-laki / Male	28.005	28.238	27.291
Perempuan / Female	1.702	1.652	1.556
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

EMPLOYEE COMPOSITION BASED ON GENDER

(In person)

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN LEVEL JABATAN

(Dalam satuan orang)

Level Jabatan / Postion	2024	2023	2022
Dewan Komisaris / Board of Commissioners	8	9	9
Direksi / Board of Directors	9	9	9
Executive Vice President	50	51	47
Vice President/ General Manager	184	180	176
Senior Manager dan Manager / Senior Manager and Manager	847	830	749
Junior Manager	0	2	943
Assistant Manager	2.133	2.105	1.178
Senior Supervisor	0	0	889
Supervisor	11.144	10.965	1.266
Junior Supervisor	0	1	1.101
Pelaksana / Officer	15.009	15.426	22.408
Perjanjian Kerja Waktu Tertentu (Staf-PKWT) / Fixed Term Employment Agreement (Fixed-Term Staffs)	89	79	6
Perbantuan di Instansi Lain/Afiliasi / Secondment to Other Institutions/Affiliates	251	251	85
Jumlah / Total	29.724	29.908	28.865

Keterangan:

Data gabungan Dewan Komisaris, Direksi, pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

EMPLOYEE COMPOSITION BASED ON POSITION

(In person)

Information:

Combined data of the Board of Commissioners, Board of Directors, support employees in subsidiaries and PKWT employees of the Company.

KOMPOSISI PEKERJA BERDASARKAN RENTANG USIA

(Dalam satuan orang)

EMPLOYEE COMPOSITION BASED ON AGE

(In person)

Usia / Male	2024	2023	2022
< 30 tahun / <30 years old	7.396	8.322	7.989
31-40 tahun / 31-40 years old	13.830	12.698	11.688
41-50 tahun / 41-50 years old	5.698	6.205	6.606
51-55 tahun / 51-55 years old	2.783	2.665	2.564
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN TINGKAT PENDIDIKAN

(Dalam satuan orang)

EMPLOYEE COMPOSITION BASED ON EDUCATION LEVEL

(In person)

Tingkat Pendidikan / Education	2024	2023	2022
S3 – Doktor / Doctoral	0	0	0
S2 – Magister / Master	120	86	78
S1 – Sarjana / Bachelor	2.335	2.190	2.022
D3 – Diploma / Associate's Degree	1.354	1.282	1.033
SLTA/SMA / High School	25.275	25.559	24.763
SLTP/SMP / Junior High School	405	483	582
SD / Elementary School	218	290	369
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN STATUS KETERNAGAKERJAAN

(Dalam satuan orang)

EMPLOYEE COMPOSITION BASED ON EMPLOYMENT STATUS

(In person)

Status Ketenagakerjaan / Employment Status	2024	2023	2022
Eks-PNS / Ex-Civil Servant	27	89	206
Eks-Perum / Ex-Public Company Employees	9.248	9.818	10.278
Persero	20.343	19.904	18.357
PKWT / Fixed-Term Contract	89	79	6
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN LAMA BEKERJA

(Dalam satuan orang)

Lama Bekerja / Employment Period	2024	2023	2022
<10 tahun / <10 years old	10.887	11.654	11.062
10 tahun / 10 years old	6.969	738	10.493
15 tahun / 15 years old	7.786	9.284	2.165
20 tahun / 20 years old	811	3.682	937
25 tahun / 25 years old	2.289	1.006	3.717
30 tahun / 30 years old	938	3.008	449
>35 tahun / >35 years old	27	518	24
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

EMPLOYEE COMPOSITION BASED ON EMPLOYMENT PERIOD

(In person)

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN WILAYAH BEKERJA

(Dalam satuan orang)

Wilayah Bekerja / Working Area	2024	2023	2022
KAI Kantor Pusat / KAI Head Office	2.142	2.095	1.872
Balai Yasa Manggarai / Manggarai Railway Workshop	3.014	317	322
Balai Yasa Tegal / Tegal Railway Workshop	1.827	247	255
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	1.311	391	377
Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	1.802	268	265
Balai Yasa Lahat / Lahat Railway Workshop	1.784	347	335
Balai Yasa Pulubrayan / Pulubrayan Railway Workshop	1.944	93	95
Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta	1.257	3.024	3.044
Daerah Operasi 2 Bandung / Operation Area 2 Bandung	2.402	1.899	1.887
Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon	965	1.329	1.334
Daerah Operasi 4 Semarang / Operation Area 4 Semarang	1.442	1.831	1.811
Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto	18	1.797	1.788
Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta	562	1.976	1.939
Daerah Operasi 7 Madiun / Operation Area 7 Madiun	3.106	1.270	1.265
Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya	2.194	2.423	2.381
Daerah Operasi 9 Jember / Operation Area 9 Jember	323	970	984
Sub Divisi Regional I.1 Aceh / Regional Sub-Division I.1 Aceh	254	19	17
Divisi Regional I Sumatera Utara / Regional Division I North Sumatra	388	1.462	1.411
Divisi Regional II Sumatera Barat / Regional Division II West Sumatra	275	560	541
Divisi Regional III Palembang / Regional Division III Palembang	345	3.110	2.880
Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang	94	2.228	2.080
Divisi LRT Jabodebek / LRT Jabodebek Division	608	595	482
PT RMU	45	40	43
PT KCI	1.187	1.196	1.202

EMPLOYEE COMPOSITION BASED ON WORKING AREA

(In person)

Wilayah Bekerja / Working Area	2024	2023	2022
PT KALOG	33	32	33
PT KAPM	67	62	72
PT KA WISATA	37	34	31
PT RAILINK	30	24	16
Instansi Lain / Other Institutions	251	251	85
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

KOMPOSISI PEKERJA BERDASARKAN DIREKTORAT

(Dalam satuan orang)

EMPLOYEE COMPOSITION BASED ON DIRECTORATE

(In person)

Direktorat / Directorate	2024	2023	2022
Direktorat Utama / Main Directorate	655	665	676
Direktorat Niaga / Directorate of Commerce	1.512	1.541	1.485
Direktorat Operasi / Directorate of Operation	9.811	9.848	9.429
Direktorat Pengelolaan Prasarana / Directorate of Infrastructure	5.938	6.062	5.932
Direktorat Pengelolaan Sarana / Directorate of Rolling Stock	5.964	6.027	5.817
Direktorat Keselamatan dan Keamanan / Directorate of Safety and Security	1.548	1.528	1.616
Direktorat SDM dan Umum / Directorate of HC and General Affairs	1.440	1.394	987
Direktorat Perencanaan Strategis dan Pengembangan Usaha / Directorate of Strategic Planning and Business Development	347	369	346
Direktorat Keuangan dan Manajemen Risiko / Directorate of Finance and Risk Management	806	817	1.077
Diperbantukan di Anak Perusahaan / Secondment to Subsidiaries	1.399	1.388	1.397
Instansi lain / Other Institutions	251	251	85
Jumlah / Total	29.707	29.890	28.847

Keterangan:

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan.

Information:

Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

PEKERJA YANG BUKAN PEKERJA LANGSUNG [GRI 2-8]

Selain tenaga kerja/pekerja dengan kategori di atas, Perseroan tidak memiliki pekerja yang bukan pekerja langsung, yaitu mereka yang melakukan pekerjaan untuk KAI namun tidak memiliki hubungan kerja langsung dengan KAI. Pekerja yang termasuk dalam kategori ini antara lain tenaga kerja alih daya dan perbantuan.

WORKERS WHO ARE NON-DIRECT EMPLOYEES [GRI 2-8]

In addition to employees in the above categories, the Company does not have any workers who are not directly employed by KAI, meaning those who perform work for KAI but do not have a direct employment relationship with KAI. Workers in this category include outsourced and supplemented labors.

Keanggotaan Asosiasi [OJK C.5] [GRI 2-28]

Association Membership List [OJK C.5] [GRI 2-28]

KAI bergabung dan berperan aktif melalui keanggotaan asosiasi atau lembaga yang relevan dengan bisnis utama yang dijalankan. Hal tersebut dilakukan agar KAI dapat terus mengikuti dan terlibat dalam perkembangan, isu, atau topik terbaru, di samping saling memberi saran/masukan hingga bertukar informasi dengan perusahaan lain demi kemajuan bersama.

Informasi keanggotaan asosiasi yang diikuti oleh KAI adalah sebagai berikut:

Asosiasi / Association	Tahun Bergabung / Year Joined	Status Keanggotaan / Membership Status
Kamar Dagang Indonesia (Kadin) Kota Bandung / Bandung City Chamber of Commerce and Industry (KADIN)	2022	Anggota / Member

KAI joined and actively participated in relevant associations and institutions related to its core business. This allows KAI to stay informed about the latest developments, issues, and topics in the industry. Additionally, it provides opportunities to offer advice, share input, and exchange information with other companies for mutual progress.

Information on the association memberships joined by KAI is as follows:



Perubahan Perusahaan Yang Bersifat Signifikan Pada Organisasi [OJK C.6] [GRI 2-6]

Significant Corporate Changes in Organization [OJK C.6] [GRI 2-6]

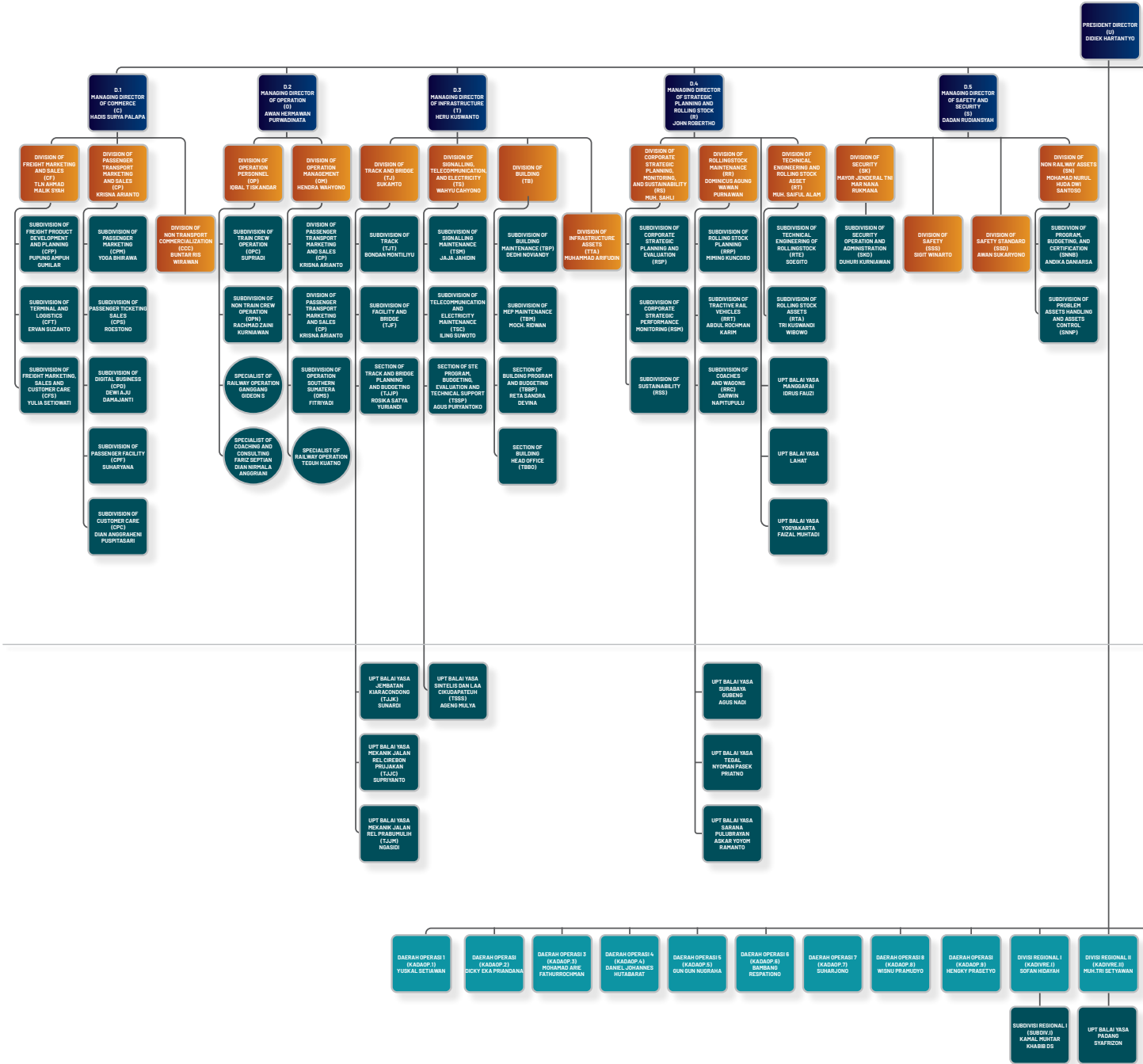
Selama periode pelaporan, tidak terdapat perubahan seperti merger maupun perubahan Perseroan lainnya yang bersifat signifikan.

During the reporting period, there were no significant corporate changes such as merger or other substantial alterations.

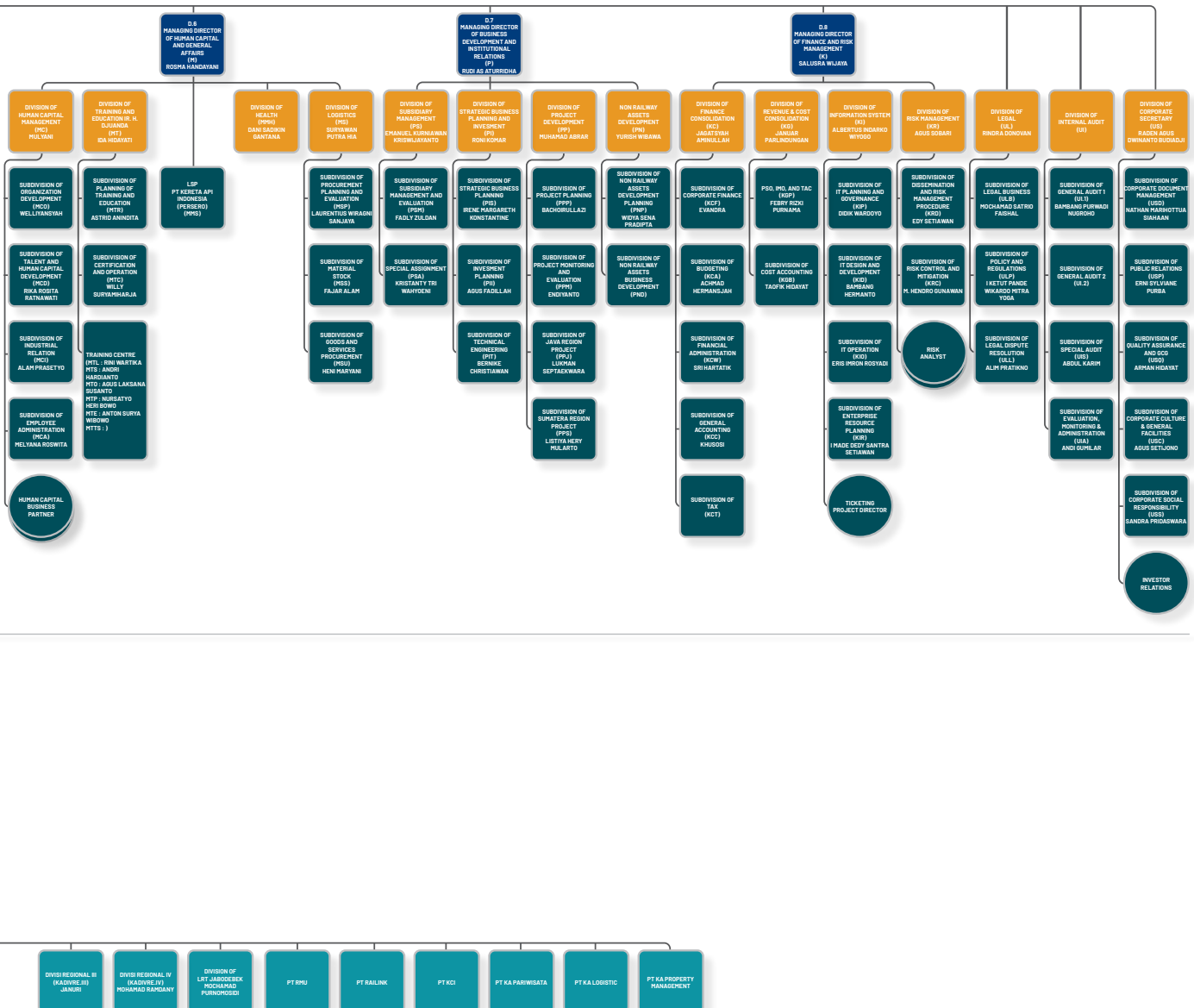


Struktur Organisasi

Organization Structure



Struktur Organisasi



Profil Direksi

Board of Directors Profile



Didiek Hartantyo

Direktur Utama
President Director



Periode Menjabat / Period of Service

2021-2026 (periode kedua) /
2021-2026 (second period)



Dasar Pengangkatan / Basis of Appointment

- Diangkat untuk pertama kalinya sebagai Direktur Utama PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-142/MBU/05/2020 tanggal 8 Mei 2020 / Appointed for the first time as the President Director of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-142/MBU/05/2020 dated May 8, 2020
- Diangkat kembali sebagai Direktur Utama PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Reappointed as the President Director of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Surakarta, 6 September 1961 / Surakarta, September 6, 1961



Usia / Age

63 tahun / 63 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

- Master degree dari Daniel School of Business, University of Denver, Amerika Serikat (1995) / Master's degree from the Daniel School of Business, University of Denver, United States of America (1995)
- Sarjana bidang Ekonomi Manajemen dari Universitas Sebelas Maret (1985) / Bachelor of Economics in Management from Sebelas Maret University (1985)



Riwayat Pekerjaan / Career History

- Direktur Utama PT Kereta Api Indonesia (Persero) (2020-sekarang) / President Director of PT Kereta Api Indonesia (Persero) (2020- present)
- Direktur Keuangan PT Kereta Api Indonesia (Persero) (2016-2020) / Finance Director of PT Kereta Api Indonesia (Persero) (2016-2020)
- Group Head Corporate Banking II, Bank Mandiri (2011-2016) / Group Head Corporate Banking II, Bank Mandiri (2011-2016)
- Group Head Financial Institutions, Bank Mandiri (2010-2011) / Group Head Financial Institutions, Bank Mandiri (2010-2011)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Profil Direksi

Board of Directors Profile



Hadis Surya Palapa

Direktur Niaga
Managing Director of Commerce



Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /
2022-2027 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Direktur Niaga PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Appointed for the first time as the Managing Director of Commerce of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Tangerang



Tempat dan Tanggal Lahir / Place and Date of Birth

Yogyakarta, 12 Januari 1965 / Yogyakarta, January 12, 1965



Usia / Age

59 tahun / 59 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

Magister Administrasi Bisnis dari Brunel University di London (2007) / Master of Business Administration from Brunel University in London (2007)



Riwayat Pekerjaan / Career History

- Direktur Niaga PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2022-present)
- Direktur Operasi PT Bukit Asam Tbk (2020-2021) / Managing Director of Operation of PT Bukit Asam Tbk (2020-2021)
- Sekretaris Perusahaan PT Bukit Asam Tbk (2018-2020) / Secretary of PT Bukit Asam Tbk (2018-2020)
- General Manager Pelabuhan Tarahan (2018-2020) / General Manager of Tarahan Port (2018-2020)
- Direktur Utama PT Satria Bahana Sarana (2016-2017) / President Director of PT Satria Bahana Sarana (2016-2017)
- Project Manager Pembangunan Infrastruktur Penanganan Batu Bara (2015-2016) / Project Manager Development of Coal Mining Infrastructure (2015-2016)
- Site Manager Pembangunan Dermaga, Coal Handling Facilities dan Kantor Terpadu (2010-2015) / Site Manager Port Construction, Coal Handling Facilities and Integrated Office (2010-2015)
- Project Manager Pembangunan Barge Loading Conveyor (2009-2010) / Barge Loading Conveyor Construction Project Manager (2009-2010)
- Analisis Bisnis (2005-2009) / Business Analyst (2005-2009)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Profil Direksi

Board of Directors Profile



Awan Hermawan Purwadinata

Direktur Operasi
Managing Director of Operation

Periode Menjabat / Period of Service
2024-2027(Periode Kedua) /
2024-2027(Second Period)

Dasar Pengangkatan / Basis of Appointment
Diangkat menjadi Direktur Operasi PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed as the Managing Director of Operations of PT Kereta Api Indonesia (Persero) based on Decree of the Minister of SOE No. SK-191/MBU/08/2024 dated August 2 2024

Kewarganegaraan / Citizenship
Indonesia

Domisili / Domicile
Bandung

Tempat dan Tanggal Lahir / Place and Date of Birth
Bandung, 30 April 1966 / Bandung, April 30, 1966

Usia / Age
58 tahun / 58 years old

Rangkap Jabatan / Concurrent Position
Tidak ada / None

Riwayat Pendidikan / Educational History

- Master bidang Teknik Perkeretaapian Institut Teknologi Bandung (2000) / Master of Science in Railway Engineering Bandung Institute of Technology (2000)
- Sarjana bidang Teknik Sipil dari Institut Teknologi Nasional Bandung (1995) / Bachelor of Civil Engineering from the National Institute of Technology Bandung (1995)

Riwayat Pekerjaan / Career History

- Direktur Operasi PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2022-present)
- Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2020-2022) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2020-2022)
- Direktur Operasi PT Kereta Api Indonesia (Persero) (2019) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2019)
- Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Kantor Pusat PT Kereta Api Indonesia (Persero) (2016-2019) / Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Central Office of PT Kereta Api Indonesia (Persero) (2016-2019)
- Executive Vice President Freight Marketing & Sales PT Kereta Api Indonesia (Persero) (2015-2016) / Executive Vice President Freight Marketing & Sales of PT Kereta Api Indonesia (Persero) (2015-2016)

Kepemilikan Saham KAI / KAI Stock Ownership
Tidak memiliki / None

Hubungan Afiliasi / Affiliation
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

Sertifikasi / Certification
Belum memiliki sertifikasi / None

Profil Direksi Board of Directors Profile



Heru Kuswanto

Direktur Pengelolaan Prasarana
Managing Director of Infrastructure



Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /
2022-2027 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat menjadi Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed as the Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) based on Ministerial Decree No. SK-89/MBU/03/2022 dated March 31, 2022



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Yogyakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Grobogan, 18 Agustus 1971 / Grobogan, August 18, 1971



Usia / Age

53 tahun / 53 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

Sarjana bidang Manajemen dari Universitas Gadjah Mada (1999) / Bachelor of Management from Gadjah Mada University (1999)



Riwayat Pekerjaan / Career History

- Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2022-present)
- Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021) / Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021)
- Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020) / Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020)
- Plt. Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019) / Acting Technical Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019)
- Direktur Utama PT Railink (2015-2019) / President Director of PT Railink (2015-2019)
- Vice President Sub Divre III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (kini Divre IV Tanjungkarang) (2013-2015) / Vice President Sub Division III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (now Division IV Tanjungkarang) (2013-2015)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Profil Direksi

Board of Directors Profile



John Robertho

Direktur Perencanaan Strategis dan
Pengelolaan Sarana
Managing Director of Strategic Planning and
Rolling Stock Management

Periode Menjabat / Period of Service
2024 – Sekarang (Periode Kedua) /
2024 – Present (Second Period)

**Dasar Pengangkatan /
Basis of Appointment**

Diangkat sebagai Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed as the Managing Director of Strategic Planning and Rolling Stock Management of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/11/2024 dated August 2, 2024

Kewarganegaraan / Citizenship
Indonesia

Domisili / Domicile
Yogyakarta

Tempat dan Tanggal Lahir / Place and Date of Birth
Martebing, 23 April 1963 / Martebing, April 23, 1963

Usia / Age
61 tahun / 61 years old

Rangkap Jabatan / Concurrent Position
Tidak ada / None

Riwayat Pendidikan / Educational History
Sarjana bidang Teknik Mesin dari Universitas HKBP Nommensen (1989) / Bachelor of Science in Mechanical Engineering from HKBP Nommensen University (1989)

Riwayat Pekerjaan / Career History

- Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Strategic Planning and Rolling Stock Management (2023 – present)
- Direktur Pelaksana Perencanaan Strategis dan Pengembangan Bisnis PT Kereta Api Indonesia (Persero) (2022-2024) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero) (2022-2024)
- Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2019-2022) / Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) (2019-2022)
- Pelaksana Tugas Direktur Teknik PT Kereta Commuter Indonesia (2019) / Acting Director of Engineering of PT Kereta Commuter Indonesia (2019)
- Executive Vice President Divisi Light Rail Transit Jabodebek (2017-2019) / Executive Vice President of Light Rail Transit Division of Jabodebek (2017-2019)
- Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017) / Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Daerah Operasi I Jakarta PT Kereta Api Indonesia (Persero) (2016-2017) / Executive Vice President of Operational Area I Jakarta of PT Kereta Api Indonesia (Persero) (2016-2017)
- Direktur Teknik KAI Commuter Jabotabek (2014-2016) / Director of Engineering of KAI Commuter Jabotabek (2014-2016)

Kepemilikan Saham KAI / KAI Stock Ownership
Tidak memiliki / None

Hubungan Afiliasi / Affiliation
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

Sertifikasi / Certification
Belum memiliki sertifikasi / None

Profil Direksi
Board of Directors Profile

Dadan Rudiansyah

Direktur Keselamatan dan Keamanan
Managing Director of Safety and Security



Periode Menjabat / Period of Service

2024 - Sekarang (Periode Pertama) /
2024 - Present (First Period)

Dasar Pengangkatan /
Basis of Appointment

Diangkat menjadi Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Appointed as the Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Bandung

Tempat dan Tanggal Lahir /
Place and Date of Birth

Tasikmalaya, 03 Desember 1972 /
Tasikmalaya, December 3, 1972



Usia / Age

52 tahun / 52 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

Sarjana Hukum di Sekolah Tinggi Hukum Bandung (1996) / Bachelor of Laws from Bandung Law College (1996)



Riwayat Pekerjaan / Career History

- Direktur Keselamatan dan Keamanan, PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of Security and Safety, PT Kereta Api Indonesia (Persero) (2024 - present)
- Direktur Komersial dan Pengembangan Usaha Damri (2022-2024) / Managing Director of Commercial and Business Development of Damri (2022-2024)
- Direktur Niaga PT Kereta Api Indonesia (Persero) (2021-2022) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2021-2022)
- Executive Vice President Corporate Secretary PT Kereta Api Indonesia (Persero) (2020-2021)
- Komisaris Utama PT KAI Commuter / Kereta Commuter Indonesia (2021-2022) / President Commissioner of PT KAI Commuter / Kereta Commuter Indonesia
- Komisaris PT Jaklingko (2020-2021) / Commissioner of PT Jaklingko
- Executive Vice President Daerah Operasi 1 Jakarta, PT Kereta Api Indonesia (Persero) (2017-2020) / Executive Vice President of Operational Area 1 Jakarta, PT Kereta Api Indonesia (Persero) (2017-2020)
- Corporate Deputy Director of Non Railway Assets PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Daerah Operasi 8 Surabaya, PT Kereta Api Indonesia (Persero) (2017) / Executive Vice President of Operational Area 8 Surabaya, PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Legal, PT Kereta Api Indonesia (Persero) (2013-2017)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

- Sertifikasi Safety Leadership Level III (2024) / Safety Leadership Level III Certification (2024)
- Sertifikasi Training Program For Safety Management (2024) / Training Program Certification For Safety Management (2024)
- Corporate Growth Hacks : Strategy For Scaling Up Your Business (2024) / Corporate Growth Hacks: Strategy For Scaling Up Your Business (2024)
- Sertifikasi Pengawasan Tata Kelola Risiko / Qualified Risk Governance Professional (2024) / Risk Governance Supervision Certification / Qualified Risk Governance Professional (2024)
- Sertifikasi Diklat Manajerial tingkat 2-3 (2017) / Managerial Training Certification Level 2-3 (2017)
- Sertifikasi Diklatpim Departemen Dalam Negeri (2017) / Ministry of Home Affairs Training Certification (2017)
- Business Leadership Development / Business Leadership Development

Profil Direksi

Board of Directors Profile



Rosma Handayani

Direktur SDM dan Umum
Managing Director of Human Capital &
General Affairs

Periode Menjabat / Period of Service
2024 - Sekarang (Periode Pertama) /
2024 - Present (First Period)

**Dasar Pengangkatan /
Basis of Appointment**

Diangkat sebagai Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Appointed as the Managing Director of HC and General Affairs of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

Kewarganegaraan / Citizenship
Indonesia

Domisili / Domicile
Jakarta

Tempat dan Tanggal Lahir / Place and Date of Birth
Jakarta, 21 Maret 1969 / Jakarta, March 21, 1969

Usia / Age
55 tahun / 55 years old

Rangkap Jabatan / Concurrent Position
Tidak ada / None

Riwayat Pendidikan / Educational History

- Magister Manajemen Universitas Gadjah Mada tahun 2004 / Master of Management from Gadjah Mada University in 2004
- Sarjana Hukum di Universitas Indonesia tahun 1993 / Bachelor of Laws from University of Indonesia in 1993

Riwayat Pekerjaan / Career History

- Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of HC and General Affairs of PT Kereta Api Indonesia (Persero)
- SEVP Human Capital Bank Syariah Indonesia (2021-2024) / Senior Executive Vice President of Human Capital of Bank Syariah Indonesia (2021-2024)
- SEVP Human Capital Bank Syariah Mandiri (2020-2021) / Senior Executive Vice President of Human Capital of Bank Syariah Mandiri (2020-2021)
- Direktur Compliance & Human Capital PT Bank Syariah Mandiri (2020) / Director of Compliance & Human Capital of PT Bank Syariah Mandiri (2020)

Kepemilikan Saham KAI / KAI Stock Ownership
Tidak memiliki / None

Hubungan Afiliasi / Affiliation
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

Sertifikasi / Certification
Belum memiliki sertifikasi / None

Profil Direksi

Board of Directors Profile



Rudi As Aturridha

Direktur Pengembangan Usaha dan Kelembagaan
Managing Director of Business Development and Institutional Relations



Periode Menjabat / Period of Service

2023 - sekarang (periode pertama) /
2023 - Present (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Direktur Pengembangan Usaha & Kelembagaan PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Appointed for the first time as the Director of Business Development & Institutional Relations of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/ 11/2023 dated November 28, 2023



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Tangerang Selatan / South Tangerang



Tempat dan Tanggal Lahir / Place and Date of Birth

Lombok Timur, 2 Juni 1972 / East Lombok, June 2, 1972



Usia / Age

52 tahun / 52 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

- Calon Magister Ekonomi Universitas Trisakti (2022 - Sekarang) / Master Degree Candidate Trisakti University (2022 - Present)
- Sarjana Ekonomi Universitas Trisakti (1991 - 1996) / Bachelor of Economic Trisakti University (1991 - 1996)



Riwayat Pekerjaan / Career History

- Direktur Pengembangan Usaha dan Kelembagaan PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Business Development and Institutional Relations (November 2023 - present)
- Group Head Corporate Secretary Bank Mandiri (2020-2023) / Group Head Corporate Secretary Bank Mandiri (2020 - November 2023)
- Department Head Corporate Communication Bank Mandiri (2019-2020)
- Area Head Yogyakarta Bank Mandiri (2017-2019) / Area Head Bank Mandiri Yogyakarta (2017-2019)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

- Competency Based Interview, Mandiri University, Jakarta (2017)
- Sertifikasi Manajemen Risiko Level 3, LSPP, Jakarta (2012)

Profil Direksi

Board of Directors Profile



Salusra Wijaya

Direktur Keuangan dan Manajemen Risiko
Managing Director of Finance and
Risk Management



Periode Menjabat / Period of Service

2020-2025 (Periode Pertama) /
2020-2025 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai
Direktur Keuangan dan Manajemen
Risiko PT Kereta Api Indonesia (Persero)
berdasarkan Keputusan Menteri BUMN SK-
236/MBU/07/2020 tanggal 14 Juli 2020 /
Appointed for the first time as the Managing
Director of Finance and Risk Management of
PT Kereta Api Indonesia (Persero) based on
Minister of State-Owned Enterprises Decree
No. SK-236/MBU/07/2020 dated July 14,
2020



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Padang, 19 April 1963 / Padang, April 19, 1963



Usia / Age

61 tahun / 61 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

- MBA in International Banking & Finance di Birmingham Business School, University of Birmingham, Inggris (1997) / MBA in International Banking & Finance from Birmingham Business School, University of Birmingham, Inggris (1997)
- Sarjana bidang Akuntansi dari Universitas Indonesia (1988) / Bachelor of Accounting from Universitas Indonesia (1988)



Riwayat Pekerjaan / Career History

- Direktur Keuangan dan Manajemen Risiko PT Kereta Api Indonesia (Persero) (2020-Sekarang) / Managing Director of Finance and Risk Management of PT Kereta Api Indonesia (Persero) (2020-present)
- Finance & Human Resources Director di PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020) / Finance & Human Resources Director of PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020)
- President Director PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019) / President Director of PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Hubungan Afiliasi Anggota Direksi

Affiliation of the Board of Directors

KAI memastikan bahwa masing-masing anggota Direksi tidak memiliki hubungan afiliasi, baik berupa hubungan keuangan maupun keluarga, dengan anggota Dewan Komisaris, sesama anggota Direksi, ataupun pemegang saham dan pengendali Perseroan. Selain itu, anggota Direksi juga dipastikan tidak memiliki hubungan kepengurusan dalam bentuk apa pun yang dapat mengganggu independensi dan/atau berpotensi menghadirkan benturan kepentingan dalam pelaksanaan tugas dan tanggung jawab masing-masing.

KAI menjamin bahwa seluruh anggota Direksi dapat senantiasa bertindak independen dan terbebas dari intervensi. Hal tersebut dilaksanakan dalam rangka menjamin terjaganya objektivitas Direksi dalam menjalankan tugas dan tanggung jawabnya dalam mengelola Perseroan.

Informasi hubungan afiliasi masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

KAI ensures that each member of the Board of Directors does not have any affiliation, whether in the form of financial or familial relationships, with members of the Board of Commissioners, fellow members of the Board of Directors, or shareholders and controllers of the Company. Additionally, members of the Board of Directors are also ensured not to have any management relationships in any form that could compromise independence and/or potentially create conflicts of interest in the execution of their respective duties and responsibilities.

KAI ensures that all members of the Board of Directors can always act independently and free from intervention. This is done to ensure the objectivity of the Board of Directors in carrying out their duties and responsibilities in managing the Company.

Information on the affiliate relationships of each member of the Board of Directors in 2024 is as follows:

Tabel Hubungan Afiliasi Direksi Tahun 2024

Table of the Board of Directors' Affiliate Relationship in 2024

Nama / Name	Jabatan / Position	Hubungan Keluarga Dengan / Familial Relationship With						Hubungan Keuangan Dengan / Financial Relationship With						Hubungan Kepengurusan / Managerial Relation	
		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders			
		Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Didiek Hartantyo	Direktur Utama / President Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operations	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Rosma Handayani	Direktur SDM dan Umum / Managing Director of HC and General Affairs	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Suparno*	Direktur SDM dan Umum / Managing Director of HC and General Affairs	-	√	-	√	-	√	-	√	-	√	-	√	-	√

Hubungan Afiliasi Anggota Direksi

Affiliation of the Board of Directors

Nama / Name	Jabatan / Position	Hubungan Keluarga Dengan / Familial Relationship With						Hubungan Keuangan Dengan / Financial Relationship With						Hubungan Kepengurusan / Managerial Relation	
		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders			
		Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	-	√	-	√	-	√	-	√	-	√	-	√	-	√

Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

Changes in the Composition of The Board of Directors and the Reason

Di sepanjang tahun 2024, terdapat perubahan komposisi Direksi KAI.

Throughout 2024, there were changes in the composition of the Board of Directors of KAI.

Perubahan Komposisi Direksi Tahun 2024

Changes in the Composition of the Board of Directors in 2024

Perubahan / Change	5 Maret 2024 / March 5, 2024	2 Agustus 2024 / August 2, 2024
SK / Decree	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024	Diangkat berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed based on the Decree of the Minister of SOEs No. SK-191/MBU/08/2024 dated August 2, 2024
Direktur Utama / President Director	-	-
Direktur Niaga / Managing Director of Commerce	-	-
Direktur Operasi / Managing Director of Operation	-	Awan Hermawan Purwadinata
Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	-	-
Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development	-	John Robertho
Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Dadan Rudiansyah	-
Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Rosma Handayani	-
Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	-	-
Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	-	-

Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

Changes in the Composition of The Board of Directors and the Reason

Komposisi Direksi Tahun 2024

Composition of the Board of Directors in 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Status
1	Didiek Hartantyo	Direktur Utama / President Director	Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021	Aktif / Active
2	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022	Aktif / Active
3	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024	Aktif / Active
4	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022	Aktif / Active
5	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024	Aktif / Active
6	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024	Aktif / Active
7	Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Ministry of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022 • Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on the SK-62/MBU/04/2024 dated March 5, 2024	Tidak Aktif / Inactive
8	Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024	Aktif / Active
9	Suparno*	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Minister of State-Owned Enterprises No. SJ-89/MBU/03/2022 dated March 31, 2022 • Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on the SK-62/MBU/04/2024 dated March 5, 2024	Tidak Aktif / Inactive
10	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/11/2023 dated November 28, 2023	Aktif / Active
11	Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Keputusan Menteri BUMN SK-236/MBU/07/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/07/2020 dated July 14, 2020	Aktif / Active

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024

Profil Dewan Komisaris

Board of Commissioners Profile



Said Aqil Siroj

Komisaris Utama/Komisaris Independen
President Commissioner/Independent
Commissioner



Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /
2021-2026 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris Utama/ Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/ MBU/ 03/2021 tanggal 3 Maret 2021 / Appointed for the first time as President Commissioner/ Independent Commissioner of PT Kereta Api Indonesia (Persero) based on Decree of the Minister of State-Owned Enterprises No. SK-64/ MBU/03/2021 dated March 3, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Cirebon, 3 Juli 1953 / Cirebon, July 3, 1953



Usia / Age

71 tahun / 71 years old



Rangkap Jabatan / Concurrent Position

- Vice President Religions for Peace (2019-Sekarang) / Vice President of Religions for Peace (2019-present)
- Ketua Komite Nominasi dan Remunerasi KAI / Chairman of the KAI Nomination and Remuneration Committee
- Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- Sekarang) / Member of BPIP (Pancasila Ideology Study Agency) RI (2017- present)
- Pengasah Ponpes Luhur Al Tsaqafah, Ciganjur, Jagakarsa, Jakarta Selatan (2013-sekarang) / Caretaker of the Luhur Al Tsaqafah Islamic Boarding School, Ciganjur, Jagakarsa, South Jakarta (2013-present)
- Penasihat Dosen Mata Kuliah MKDU Ubaya Surabaya (1998-Sekarang) / Ubaya Surabaya MKDU Lecturer Advisor (1998-present)
- Dosen Pascasarjana UI, UIN Syarif Hidayatullah Jakarta & Universitas Islam Malang (1995-Sekarang) / UI Postgraduate Lecturer, UIN Syarif Hidayatullah Jakarta & Islamic University of Malang (1995-present)



Riwayat Pendidikan / Educational History

- Doktor bidang Aqidah/Filsafat Islam Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1994) / PhD in Aqidah/Islamic Philosophy Ushuluddin Faculty of Umm al-Qura University of Mecca (1994).
- Master bidang Perbandingan Agama Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1987) / Master of Comparative Religion of Ushuluddin Faculty of Umm al-Qura University of Mecca (1987)
- Sarjana bidang Ushuluddin dan Dakwah Fakultas Syari'ah dari Universitas King Abdul Aziz Mekkah (1982) / Bachelor of Arts in Ushuluddin and Dakwah of the Syrian Faculty of King Abdul Aziz University of Mecca (1982)



Riwayat Pekerjaan / Career History

- Komisaris Utama/Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / President Commissioner/Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Vice President Religions for Peace (2019-sekarang) / Vice President of Religions for Peace (2019-present)
- Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- sekarang) / Member of BPIP (Pancasila Ideological Review Board) RI (2017- present)
- Ketua Umum PBNU (2010 - 2021) / Chairman of PBNU (2010 - 2021)
- Komisaris Independen PT Rumah Sakit Pelabuhan (Pelindo II Group) (2019-2020) / Independent Commissioner of the Port Hospital (Pelindo II Group) (2019-2020)
- Komisaris Independen PT Pelabuhan Tanjung Priok (Pelindo II Group) (2012-2019) / Independent Commissioner PT Port of Tanjung Priok (Pelindo II Group) (2012-2019)
- Ketua Majelis Wali Amanat Universitas Indonesia (2012-2015) / Chairman of the General Assembly of Governors of the University of Indonesia (2012-2015)
- Guru Besar Bidang Tasawuf IAIN Sunan Ampel, Surabaya (2014) / Professor of Sufism IAIN Sunan Ampel - Surabaya (2014)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2022)

Profil Dewan Komisaris Board of Commissioners Profile



Rochadi

Komisaris Independen
Independent Commissioner



Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /
2021-2026 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/ MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as an Independent Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 1 Juni 1962 / Jakarta, June 1, 1962



Usia / Age

62 tahun / 62 years old



Rangkap Jabatan / Concurrent Position

Anggota Komite Audit PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Audit Committee member of PT Kereta Api Indonesia (Persero) (2021-Present)



Riwayat Pendidikan / Educational History

- Seskoad (2000) / Indonesian Army Command and General Staff College (2000)
- Suslapa II (1995) / Field Artillery Officers Advanced Course II (1995)
- Suslapa I (1991) / Field Artillery Officers Advanced Course I (1991)
- Sussarcab Infanteri (1986) / Infantry Basic Corps Course (1986)
- Akademi Militer (1986) / Military Academy (1986)



Riwayat Pekerjaan / Career History

- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-present)
- Dankoopssus TNI (2019) / Commander of the Special Operations Command of TNI (2019)
- Direktur A Bais TNI (2018) / Director of Military Intelligence Agency of TNI (2019)
- Danpusdikter Pusterad (2016) / Commander of the Territorial Training Center of Indonesian Army Territorial center (2016)
- Paban Sahli Kasad Bidang Orkes Sahli Kasad (2015) / Staff Section of the Chief of Staff of the Indonesian Army of Orkes the Chief of Staff of the Indonesian Army
- Irdam III/SLW (2014) / Inspectorate of the Regional Military Command III/SLW (2014)
- Danrem 044/Gapo Dam II/SWJ (2013) / Commander of the Military District 044 Gapo Dam II/SWJ (2013)
- Danbrigif 19/KT Dam XII/TPR (2010) / Commander of Infantry Brigade 19/KT Dam XII/TPR (2010)
- Aster Kasdam III/SIW (2011) / Deputy Commander of the Military Regional Command III/ SIW (2011)
- Waasops Kasdam III/SLW (2007) / Deputy Operations Chief of Staff of the Regional Military Command III/SLW (2007)
- Dandim 0616/Indramayu (2003) / Military District Commander 0616/Indramayu (2003)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2021)

Profil Dewan Komisaris Board of Commissioners Profile



Mohamad Risal Wasal

Komisaris
Commissioner



Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /
2022-2027 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-207/MBU/09/2022 dated September 20, 2022



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 8 Juni 1967 / Jakarta, June 8, 1967



Usia / Age

57 tahun / 57 years old



Rangkap Jabatan / Concurrent Position

- Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Risk Management Monitoring Committee of PT Kereta Api Indonesia (Persero) (2022-Present)
- Direktur Jenderal Perkeretaapian, Kementerian Perhubungan (2022-Sekarang) / Director General of Railways, Ministry of Transportation (2022- Present)



Riwayat Pendidikan / Educational History

- Pascasarjana (S2), Sekolah Tinggi Ilmu Manajemen, Jakarta (2000) / Postgraduate (S2), College of Management Sciences, Jakarta (2000)
- Diploma (D4), Sekolah Tinggi Transportasi Darat (1997) / Diploma (D4), Land Transportation College (1997)



Riwayat Pekerjaan / Career History

- Direktur Lalu Lintas dan Angkutan Kereta Api, Kementerian Perhubungan (2021- 2022) / Director of Railway Traffic and Transportation, Ministry of Transportation (2021-2022)
- Direktur Sarana Transportasi Jalan, Kementerian Perhubungan (2020-2021) / Director of Road Transportation Rolling Stock, Ministry of Transportation (2020-2021)
- Direktur Prasarana Transportasi Jalan, Kementerian Perhubungan (2019-2020) / Director of Road Transportation Infrastructure, Ministry of Transportation (2019-2020)
- Direktur Pembinaan Keselamatan Kementerian Perhubungan (2018-2019) / Director of Safety Development Ministry of Transportation (2018- 2019)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2022)

Profil Dewan Komisaris Board of Commissioners Profile



Sri Paduka Mangkoenagoro X

Komisaris
Commissioner



Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /
2022-2027 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-174/MBU/08/2022 tanggal 15 Agustus 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-174/MBU/08/2022 dated August 15, 2022



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Surakarta, 29 Maret 1997 /
Surakarta, March 29, 1997



Usia / Age

27 tahun / 27 years old



Rangkap Jabatan / Concurrent Position

- Dewan Penasihat KADIN Kota Surakarta (2023-Sekarang) / Surakarta City KADIN Advisory Board (January 2023 - Present)
- Pengageng Puro Mangkunegaran, Surakarta (2022-Sekarang) / Pengageng Puro Mangkunegaran, Surakarta (2022-Present)
- Dewan Pembina Indonesia Wellness Institute (2022-Sekarang) / Indonesian Wellness Institute Board of Trustees (October 2022 - Present)
- Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero) (2021-Present)



Riwayat Pendidikan / Educational History

Sarjana Hukum, Universitas Indonesia (2019) / Bachelor of Laws, University of Indonesia (2019)



Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Associate, Hendra Soenardi Law Firm (2019- 2022) / Associate, Hendra Soenardi Law Firm (Oct 2019 - Jan 2022)
- Trainee Associate, Hendra Soenardi Law Firm (2019-2019) / Trainee Associate, Hendra Soenardi Law Firm (May 2019 - Oct 2019)
- Sekolah Cita Buana, Photography Teacher (2018 - 2019) / Cita Buana School, Photography Teacher (2018 - 2019)
- Harika Event, Vice-Head of Media and Publication (2017-2018) / Harika Event, Vice-Head of Media and Publication (2017-2018)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

- Onboarding Commissioner of State-Owned Enterprise Program (2022)
- Associate of the Chartered Institute of Arbitrators (2017)
- Pendidikan Khusus Profesi Advokat (2019) / Special Education for the Advocate Profession (2019)

Profil Dewan Komisaris Board of Commissioners Profile



Diah Natalisa

Komisaris
Commissioner



Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /
2021-2026 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises at the Company's GMS No. SK-64/MBU/03/2021 dated March 3, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Palembang, 15 November 1963 /
Palembang, November 15, 1963



Usia / Age

61 tahun / 61 years old



Rangkap Jabatan / Concurrent Position

- Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) (2021-Sekarang). / Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero) (2021-Present)
- Deputy Bidang Pelayanan Publik, Kementerian PANRB (2016- Sekarang) / Deputy for Public Services, Ministry of PANRB (2016-Present)
- Guru Besar Bidang Ilmu Manajemen di Fakultas Ekonomi Universitas Sriwijaya (2008-Sekarang) / Professor of Management Sciences at the Faculty of Economics of the University of Sriwijaya (2008-Sekarang)



Riwayat Pendidikan / Educational History

- (Prof) Ilmu Manajemen dari Universitas Sriwijaya (2008) / (Professor) Management Sciences from the University of Sriwijaya (2008)
- Doktor Program Studi Ilmu Ekonomi dari Universitas Airlangga (1999) / Doctor of Economics Studies Program from Airlangga University (1999)
- Master bidang Manajemen dari University of Kentucky (1992) / Master of Management from the University of Kentucky (1992)
- Sarjana bidang Manajemen dari Universitas Sriwijaya (1987) / Bachelor of Management from the University of Sriwijaya (1987)



Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Komisaris PT Jamkrindo (2017-2021) / Commissioner of PT Jamkrindo (2017-2021)
- Koordinator Kopertis Wilayah II Sumbagsel-Kemendikbud RI (2008-2016) / Coordinator of Kopertis Region II Sumbagsel-Kemendikbud RI (2008-2016)
- Ketua Program Studi Magister Manajemen Universitas Sriwijaya (2000-2008) / Head of Sriwijaya University Master of Management Study Program (2000-2008)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

- Public Administration Programme for Senior Government Officials from Indonesia-BAPPENAS and Nanyang Technological University Singapore, Singapura (2021)
- Asia Leader Connect 2016, Temasek Foundation-Singapore (2016)
- Lead Auditor Course/Environmental Management System, TQS International Selangor-Kuala Lumpur, Malaysia (2008)
- Good Corporate Governance Course, SIDA/Gothenburg-Swedina (2004)
- English as A Second Language, University of Kentucky-USA (1990)

Profil Dewan Komisaris Board of Commissioners Profile



Chairul Anwar

Komisaris
Commissioner



Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /
2021-2026 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-64/MBU/03/2021 dated March 3, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 5 Mei 1961 / Jakarta, May 5, 1961



Usia / Age

63 tahun / 63 years old



Rangkap Jabatan / Concurrent Position

Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Risk Management Monitoring Committee of Indonesia Railways (Persero) (2022-Present)



Riwayat Pendidikan / Educational History

- Lemhannas RI (2013) / National Resilience Institute of the Republic of Indonesia (2013)
- Sespati Polri (2009) / Leadership Training for High-Ranking Police Officers of the Indonesian National Police (2009)
- Sespimpol (2001) / Police Staff and Leadership School (2001)
- PTIK (1995) / Police Science Universities (1995)
- Akpol (1986) / Indonesian Police Academy (1986)



Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Angkasa Pura Solusi (2020-2021) Commissioner of PT Kereta Api Indonesia (Persero) (2021- Present).
- Komisaris PT Angkasa Pura Solusi (2020-2021) / Commissioner of PT Angkasa Pura Solusi (2020-2021)
- Ketua Pelaksana Harian Satgas Penanganan Pengungsi dari Luar Negeri (2019) / Chief Executive Officer of the Department of Foreign Refugees (2019)
- Asisten Deputi Koordinasi Penanganan Kejahatan Transnasional dan Kejahatan Luar Biasa (2013-2016) / Assistant Deputy Coordinator for Transnational Crime and Extreme Crime Management (2013-2016)
- Analis Kebijakan Dittipidum (2013) / Policy Analyst of the Directorate of General Crimes (2013)
- Penyidik Utama Tk. I Rowassidik (2011) / Principal Investigator Level I of the Investigation Supervision Bureau (2011)
- Penyidik Utama Tk. I DIT III (2010) / Principal Investigator Level I of the Directorate III (2010)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Profil Dewan Komisaris Board of Commissioners Profile



Johan Sirait

Komisaris Independen
Independent Commissioner

Periode Menjabat / Period of Service
2022 - Sekarang (Periode Pertama) /
2022 - Present (First Period)

Dasar Pengangkatan / Basis of Appointment
Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-173/MBU/08/2022 tanggal 15 Agustus 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-173/MBU/08/2022 dated August 15, 2022

Kewarganegaraan / Citizenship
Indonesia

Domisili / Domicile
Jakarta

Tempat dan Tanggal Lahir / Place and Date of Birth
Jakarta, 14 April 1976 / Jakarta, April 14, 1976

Usia / Age
48 tahun / 48 years old

Rangkap Jabatan / Concurrent Position
• Anggota Komite Audit PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Audit Committee of PT Kereta Api Indonesia (Persero) (2022- Present)
• Commissioner PT Menara Medika Pratama (2009-Sekarang) / Commissioner of PT Menara Medika Pratama (2009-Present)

Riwayat Pendidikan / Educational History
Sarjana Hukum, Universitas Atma Jaya (1996) / Bachelor of Laws, Atma Jaya University (1996)

Riwayat Pekerjaan / Career History
Co-Founder & Commissioner PT Menara Medika Pratama (2009- Sekarang) / Co-Founder & Commissioner of PT Menara Medika Pratama (2009- Present)

Kepemilikan Saham KAI / KAI Stock Ownership
Tidak memiliki / None

Hubungan Afiliasi / Affiliation
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

Sertifikasi / Certification
Onboarding Commissioner of State-Owned Enterprise Program (2022)

Profil Dewan Komisaris Board of Commissioners Profile



Endang Tirtana

Komisaris Independen
Independent Commissioner



Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /
2021-2026 (First Period)



Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-417/MBU/12/2021 dated December 29, 2021



Kewarganegaraan / Citizenship

Indonesia



Domisili / Domicile

Jakarta



Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 09 April 1981 / Jakarta, April 9, 1981



Usia / Age

43 tahun / 43 years old



Rangkap Jabatan / Concurrent Position

Tidak ada / None



Riwayat Pendidikan / Educational History

- Magister Ilmu Administrasi di Universitas Krisnadwipayana, Jawa Barat (2021) / Master of Administrative Science at Krisnadwipayana University, West Java (2021)
- Sarjana, Jurusan Aqidah Filsafat di Institut Agama Islam Negeri Padang (IAIN) (2000) / Bachelor, Department of Aqidah Philosophy at the State Islamic Institute of Padang (IAIN) (2000)



Riwayat Pekerjaan / Career History

- Komisaris Independen PT Semen Baturaja (2020-2021) / Independent Commissioner of PT Semen Baturaja (2020-2021)
- Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015) / Muhammadiyah Central Leadership, Institute of Wisdom and Public Policy (2010-2015)
- Direktur Indonesian Watch for Democracy (2017-Saat ini) / Director of Indonesian Watch for Democracy (2017-Present)



Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



Sertifikasi / Certification

Belum memiliki sertifikasi / None

Profil Dewan Komisaris Board of Commissioners Profile



Riza Primadi*

Komisaris Independen
Independent Commissioner

Periode Menjabat / Period of Service
2021-2024 (Periode Pertama) /
2021-2024 (First Period)

Dasar Pengangkatan / Basis of Appointment

- Diangkat untuk pertama kalinya sebagai Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as an Independent Commissioner of PT Kereta Api Indonesia (Persero) based on Minister of State-Owned Enterprises Decree No. SK-64/MBU/03/2021 dated March 3, 2021
- Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on the Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024

Kewarganegaraan / Citizenship
Indonesia

Domisili / Domicile
Jakarta

Tempat dan Tanggal Lahir / Place and Date of Birth
Jakarta, 7 September 1961 /
Jakarta, September 7, 1961

Usia / Age
63 tahun / 63 years old

Rangkap Jabatan / Concurrent Position

- Ketua Komite Audit PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Chairman of the Audit Committee of PT Kereta Api Indonesia (Persero) (2021-Present)
- CEO PT Content Creative Indonesia (2010-Sekarang) / CEO PT Content Creative Indonesia (2010-Present)

Riwayat Pendidikan / Educational History

- Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000) / Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000)
- Post Graduate in Science Communications, University of London, Birbeck College (1994) / Post Graduate in Science Communications, University of London, Birbeck College (1994)
- Sarjana Sains bidang Matematika dan IPA dari Universitas Indonesia (1986) / Bachelor of Science in Mathematics and IPA from the University of Indonesia (1986)

Riwayat Pekerjaan / Career History

- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Staf Khusus Menteri BUMN (2015-2017) / SOE Minister's Special Staff (2015-2017)
- News Advisor, Astro Awani Malaysia (2009-2010) / News Advisor, Astro Awani Malaysia (2009-2010)
- News Director, PT Adi Karya Visi (2005-2008) / News Director, PT Adi Karya Visi (2005-2008)
- News and Corporate Affairs Director, Trans TV (2000-2005) / News and Corporate Affairs Director, Trans TV (2000-2005)
- Dosen Departemen Ilmu Komunikasi FISIP UI (1988-2008) / Lecturer, Department of Communication Sciences FISIP UI (1988-2008)

Kepemilikan Saham KAI / KAI Stock Ownership
Tidak memiliki / None

Hubungan Afiliasi / Affiliation
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

Sertifikasi / Certification

- Audit Committees in a New Era of Governance, Harvard Business School, USA (2022)
- Business Analytics, Judge Business School, University of Cambridge, UK (2020)

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024.

Profil Dewan Komisaris
Board of Commissioners Profile**Elen Setiadi***Komisaris
Commissioner**Periode Menjabat / Period of Service**5 Maret-2 Agustus 2024 /
March 5-August 2, 2024**Dasar Pengangkatan /
Basis of Appointment**

- Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024
- Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024

**Kewarganegaraan / Citizenship**

Indonesia

**Domisili / Domicile**

Indonesia

**Tempat dan Tanggal Lahir /
Place and Date of Birth**Cerenti, 1 September 1971 /
Cerenti, September 1, 1971**Usia / Age**

54 tahun / 54 years old

**Rangkap Jabatan / Concurrent Position**

Tidak ada / None

**Riwayat Pendidikan / Educational History**

- Magister Ilmu Ekonomi, Universitas Indonesia / Master of Economics, Universitas Indonesia
- Sarjana Hukum Tata Negara, Universitas Andalas Padang / Bachelor of Constitutional Law, Universitas Andalas Padang

**Riwayat Pekerjaan / Career History**

Tidak ada / None

**Kepemilikan Saham KAI / KAI Stock Ownership**

Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**

Belum memiliki sertifikasi / None

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

Hubungan Afiliasi Dewan Komisaris

Board of Commissioners Affiliate Relations

KAI telah memastikan bahwa masing-masing anggota Dewan Komisaris tidak memiliki hubungan afiliasi, baik berupa hubungan keuangan maupun keluarga, dengan sesama anggota Dewan Komisaris, anggota Direksi, ataupun pemegang saham dan pengendali Perseroan. Selain itu, anggota Dewan Komisaris juga dipastikan tidak memiliki hubungan kepengurusan dalam bentuk apa pun yang dapat mengganggu independensi dan/atau berpotensi menghadirkan benturan kepentingan dalam pelaksanaan tugas dan tanggung jawab masing-masing.

KAI menjamin bahwa seluruh anggota Dewan Komisaris dapat senantiasa bertindak independen dan terbebas dari intervensi. Hal tersebut dilaksanakan dalam rangka menjamin terjaganya independensi Dewan Komisaris dalam menjalankan tugas dan tanggung jawabnya sebagai organ pengawas dalam tata kelola Perseroan.

Informasi hubungan afiliasi masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

KAI has ensured that each member of the Board of Commissioners does not have any affiliation, whether in the form of financial or familial relationships, with fellow members of the Board of Commissioners, members of the Board of Directors, or shareholders and controllers of the Company. Additionally, members of the Board of Commissioners are also ensured not to have any management relationships in any form that could compromise independence and/or potentially create conflicts of interest in the execution of their respective duties and responsibilities.

KAI guarantees that all members of the Board of Commissioners can always act independently and free from intervention. This is done to ensure the independence of the Board of Commissioners in carrying out their duties and responsibilities as the supervisory body in the governance of the Company.

Information on the affiliate relationships of each member of the Board of Commissioners in 2024 is as follows:

Tabel Hubungan Afiliasi Dewan Komisaris Tahun 2024

Table of the Board of Commissioners Affiliate Relation in 2024

Nama / Name	Jabatan / Position	Hubungan Keluarga Dengan / Familial Relationship With						Hubungan Keuangan Dengan / Financial Relationship With						Hubungan Kepengurusan / Managerial Relation	
		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham Pengendali / Controlling Shareholders			
		Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Rochadi	Komisaris Independen / Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Riza Primadi	Komisaris Independen / Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Endang Tirtana	Komisaris Independen / Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Mohamad Risal Wasal	Komisaris / Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Diah Natalisa	Komisaris / Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Chairul Anwar	Komisaris / Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Johan Sirait	Komisaris Independen / Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√

Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

Changes in the Composition of the Board of Commissioners and the Reason

Di sepanjang tahun 2024, terdapat perubahan komposisi Dewan Komisaris KAI.

In 2024, there were changes in the composition of the Board of Directors

Perubahan Komposisi Dewan Komisaris Tahun 2024

Changes in the Composition of the Board of Commissioners in 2024

Uraian / Description	5 Maret 2024 / March 5, 2024		2 Agustus 2024 / August 2, 2024
SK / Decree	Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024	Diangkat berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointed based on the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024	Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024
Komisaris Independen / Independent Commissioner	Riza Primadi	Riza Primadi	
Komisaris / Commissioner	-	Elen Setiadi	Elen Setiadi



Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

Changes in the Composition of the Board of Commissioners and the Reason

Komposisi Dewan Komisaris Tahun 2024

Composition of the Board of Commissioners in 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Status
1	Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	Aktif / Active
2	Rochadi	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	Aktif / Active
3	Riza Primadi*	Komisaris Independen / Independent Commissioner	- Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-64/ MBU/03/2021 tanggal 3 Maret 2021 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021 - Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024	Tidak Aktif / Inactive
4	Endang Tirtana	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of State-Owned Enterprises No. SK-417/MBU/12/2021 dated December 29, 2021	Aktif / Active
5	Mohamad Risal Wasal	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of State-Owned Enterprises No. SK-207/MBU/09/2022 dated September 20, 2022	Aktif / Active
6	Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-174/MBU/8/2022 dated August 15, 2022	Aktif / Active
7	Diah Natalisa	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	Aktif / Active
8	Chairul Anwar	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	Aktif / Active
9	Johan Sirait	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-173/MBU/8/2022 dated August 15, 2022	Aktif / Active
10	Elen Setiadi**	Komisaris / Commissioner	- Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024 - Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated August 2, 2024	Tidak Aktif / Inactive

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024.

**) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024.

Informasi Pemegang Saham [OJK C.3]

Information on Shareholders [OJK C.3]

KOMPOSISI PEMEGANG SAHAM

Hingga 31 Desember 2024, tidak terdapat kepemilikan saham KAI oleh institusi lokal, kepemilikan institusi asing, kepemilikan individu lokal, dan kepemilikan individu asing. Saham KAI sepenuhnya (100%) dimiliki oleh Pemerintah Republik Indonesia.

SHAREHOLDER INFORMATION

As of December 31, 2024, there is no ownership of KAI shares by local institutions, foreign institutions, local individuals, and foreign individuals. KAI shares are fully (100%) owned by the Government of the Republic of Indonesia.

Tabel Komposisi Pemegang Saham KAI Tahun 2024

Table of Composition of KAI Shareholders in 2024

Pemegang Saham / Shareholder	Jumlah Saham (lembar) / Total Shares (shares)	Jumlah Saham (lembar) / Total Shares (shares)	
		01 Januari 2024 / January 1, 2024	31 Desember 2024 / December 31, 2024
Pemerintah Republik Indonesia / Government of the Republic Indonesia	22.368.743	100%	100%

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat informasi mengenai komposisi 20 (dua puluh) pemegang saham terbesar dalam laporan ini.

COMPOSITION OF THE TOP 20 SHAREHOLDER

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, there is no information regarding the composition of the top 20 (twenty) shareholders.

KOMPOSISI PEMEGANG SAHAM 5% ATAU LEBIH

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, informasi mengenai komposisi pemegang saham Perseroan dengan persentase 5% atau lebih tidak disajikan dalam laporan ini.

COMPOSITION OF SHAREHOLDER WITH 5% OR MORE SHARES

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, information regarding the composition of the Company's shareholders with a percentage of 5% or more is not presented in this report.

KOMPOSISI KELOMPOK PEMEGANG SAHAM KURANG DARI 5%

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, informasi mengenai komposisi pemegang saham Perseroan dengan persentase kurang dari 5% tidak disajikan dalam laporan ini.

COMPOSITION OF SHAREHOLDERS OF LESS THAN 5%

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, information regarding the composition of the Company's shareholders with a percentage of less than 5% is not presented in this report.

Informasi Pemegang Saham

Information on Shareholders

KOMPOSISI KEPEMILIKAN SAHAM BERDASARKAN JENIS DAN KEWARGANEGARAAN INVESTOR

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat informasi mengenai kepemilikan saham Perseroan oleh institusi maupun individu baik lokal maupun asing.

KEPEMILIKAN SAHAM OLEH ANGGOTA DEWAN KOMISARIS DAN/ATAU DIREKSI

Hingga 31 Desember 2024, tidak terdapat pemegang saham utama dan pengendali secara tidak langsung, sampai kepada pemilik individu, serta tidak terdapat pemegang saham yang bertindak atas nama pemegang saham lain.

COMPOSITION OF SHARE OWNERSHIP BASED ON INVESTOR TYPE AND THEIR CITIZENSHIP

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, there is no information regarding the ownership of the Company's shares by local or foreign institutions or individuals.

SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF COMMISSIONERS AND/OR BOARD OF DIRECTORS

As of December 31, 2024, there are no major shareholders and indirect controllers, down to individual owners, and no shareholders are acting on behalf of other shareholders.

Pemegang Saham Utama dan Pengendali

Majority and Controlling Shareholders

KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia dan pemegang saham utama dan pengendali Perseroan adalah Pemerintah Republik Indonesia.

KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia and the Company's major and controlling shareholder is the Government of the Republic of Indonesia.



Informasi Entitas Anak, Perusahaan Asosiasi, dan Perusahaan Ventura Bersama

List of Subsidiaries, Associates, and Joint Ventures

ENTITAS ANAK PERUSAHAAN

SUBSIDIARIES

Nama / Name	Bidang Usaha / Line of Business	Domisili / Domicile	Alamat / Address	Kepemilikan Saham / Share Ownership		Tahun Pendirian / Year of Establishment	Status Operasi / Operational Status	Jumlah Aset Sebelum Eliminasi (dalam Rp-ribu) / Number of Assets Before Elimination (in thousand rupiah)	
				2024	2023			2024	2023
PT Reska Multi Usaha (RMU)/ KAI Services	Restoran Kereta Api / Railway Restaurant	Jakarta	Stasiun Mangga Besar, Lantai Dasar, Jalan Karanganyar No. 1, Mangga Besar, Jakarta Pusat 10740	99,74%	99,74%	2003	Beroperasi / Operating	783.454.192	560.460.847
PT Railink (Railink)/ KAI Bandara	Transportasi Kereta Api Bandara / Airport Railway Transportation	Jakarta	Stasiun Sudirman Baru/ Stasiun BNI City, Lt. 2 Tanah Abang, Jakarta Pusat	60,0%	60,0%	2005	Beroperasi / Operating	434.921.035	423.753.460
PT Kereta Commuter Indonesia (KCI)/ KAI Commuter	Transportasi Kereta Commuter / Commuter Railway Transportation	Jakarta	Stasiun Juanda, Jl. Ir. H. Juanda I - Jakarta Pusat 10120	99,78%	99,78%	2008	Beroperasi / Operating	3.974.460.215	3.392.366.123
PT KA Logistik (KALOG)/ KAI Logistik	Distribusi Logistik Berbasis Kereta Api / Railway based Logistics Distribution	Jakarta	Stasiun Gondangdia, Lantai Dasar, Jalan K.H. Wahid Hasyim No. 11A Jakarta Pusat 10340	99,30%	99,30%	2009	Beroperasi / Operating	926.363.172	865.859.021
PT KA Properti Manajemen (KAPM)/ KAI Properti	Pengelolaan Aset Properti Perkeretaapian / Railway Property Asset Management	Jakarta	Stasiun Sawah Besar, Lantai Dasar, Jalan KH. Samanhudi, Jakarta Pusat 10710	99,63%	99,63%	2009	Beroperasi / Operating	1.215.8999.264	825.751.525
PT KA Pariwisata (KAWIS)/ KAI Wisata	Pariwisata Kereta Api / Railway Tourism	Jakarta	Stasiun Gondangdia, Pintu Selatan - Lt. Dasar Jl Srikeya 1, Kelurahan Kebon Sirih, Menteng Jakarta Pusat 10340	99,90%	99,90%	2009	Beroperasi / Operating	328.536.295	299.222.056

PERUSAHAAN ASOSIASI

ASSOCIATE COMPANIES

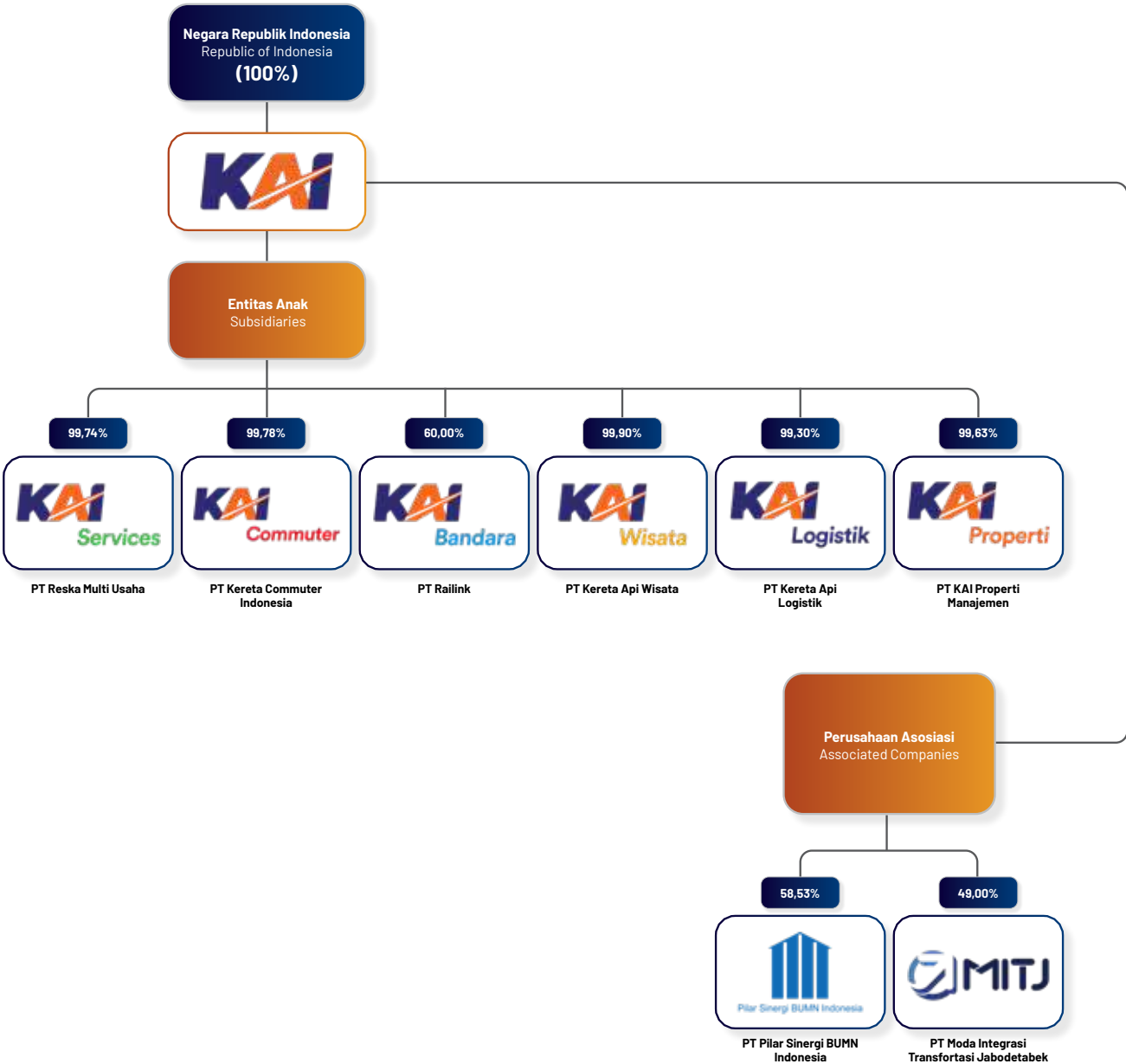
Nama / Name	Bidang Usaha / Line of Business	Domisili / Domicile	Alamat / Address	Kepemilikan Saham / Share Ownership		Tahun Pendirian / Year of Establishment	Status Operasi / Operational Status	Jumlah Aset Sebelum Eliminasi (dalam Rp-ribu) / Number of Assets Before Elimination (in thousand rupiah)	
				2024	2023			2024	2023
PT Pilar Sinergi BUMN Indonesia	Transportasi Kereta Cepat / High-speed Railway Transportation	Jakarta	MT Haryono St No.Kav. 10, RT.11/ RW.5, West Tebet, Tebet, South Jakarta City, Jakarta 12810	58,53%	51,37%	2015	Beroperasi / Operating	26.991.168.000	23.263.019.735
PT Moda Integrasi Transportasi Jabodetabek	Mengelola Moda Transportasi di Jakarta - Bogor - Depok - Tangerang - Bekasi / Managing Transportation Mode in Jakarta - Bogor - Depok - Tangerang - Bekasi	Jakarta	Transport Hub, Jl. Ps. Blora No.24 5th Floor, RT.2/ RW.6, Dukuh Atas, Menteng, Kec. Menteng, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10310	49,0%	49,0%	2020	Beroperasi / Operating	111.161.844	90.381.000

Struktur Grup Perusahaan

Company Group Structure

Informasi struktur grup KAI hingga 31 Desember 2024 adalah sebagai berikut:

Information on the KAI group structure as of December 31, 2024 is as follows:



*) Hingga 31 Desember 2024, KAI tidak memiliki Entitas Induk, Joint Venture dan Special Purpose Vehicle (SPV).

*) Until December 31, 2024, KAI does not have a Parent Entity, Joint Venture and Special Purpose Vehicle (SPV)

Kronologi Penerbitan Saham

Share Listing Chronology

Hingga 31 Desember 2024, KAI tidak mencatatkan saham pada bursa efek mana pun. Dengan demikian, tidak terdapat informasi tentang tindakan korporasi (*corporate action*), harga penawaran saham untuk masing-masing tindakan korporasi, jumlah saham tercatat setelah masing-masing tindakan korporasi, dan nama bursa tempat saham Perseroan dicatatkan.

As of December 31, 2024, KAI has not listed its shares on any stock exchange. Therefore, there is no information available regarding corporate actions, the offering price of shares for each corporate action, the number of shares issued after each action, or the name of the exchange where the Company's shares would be listed.

Namun, Perseroan melakukan pencatatan modal yang ditempatkan dan disetor penuh dengan kronologi sebagai berikut ini:

However, the Company maintains a record of its issued and fully paid-up capital, which follows this chronology:

Tabel Pencatatan Modal yang Ditempatkan dan Disetor Penuh **Table of Issued and Fully Paid Capital Listing**

Tanggal Penerbitan / Issuance Date	Jumlah Saham/ Lembar / Total Shares/Shares	Nominal/ Lembar (Rp) / Nominal/ Shares (Rp)	Total (Rp)	Akta / Deed
2008	2.470.000	1.000.000	2.470.000.000.000	Akta No. 65 tanggal 9 Agustus 2008 dari Notaris Surjadi Jasin, S.H. / Deed No. 65 dated August 9, 2008 from Notary Surjadi Jasin, S.H.
2012	3.296.547	1.000.000	3.296.547.000.000	Akta No. 139 tanggal 31 Desember 2012 dari Surjadi Jasin, S.H. / Deed No. 139 dated December 31, 2012 from Surjadi Jasin, S.H.
2016	5.296.547	1.000.000	5.296.547.000.000	Akta No. 42 tanggal 23 Mei 2016 dari Surjadi Jasin, S.H. / Deed No. 42 dated May 23, 2016 from Surjadi Jasin, S.H.
2017	6.668.743	1.000.000	6.668.743.000.000	Akta No. 1 tanggal 3 April 2017 dari Dr. Darwin Ginting, S.H., M.H. / Deed No. 1 dated April 3, 2017 from Dr. Darwin Ginting, S.H., M.H.
2018	8.668.743	1.000.000	8.668.743.000.000	Akta No. 34 tanggal 15 Februari 2018 dari Surjadi Jasin, S.H. / Deed No. 34 dated February 15, 2018 from Surjadi Jasin, S.H.
2018	12.268.74	1.000.000	12.268.743.000.000	Akta No. 293 tanggal 27 Oktober 2018 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 293 dated October 27, 2018 from Notary Nining Puspitaningtyas, S.H., M.H.
2021	19.168.743	1.000.000	19.168.743.000.000	Akta No. 278 tanggal 31 Desember 2021 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 278 dated December 31, 2021 from Notary Nining Puspitaningtyas, S.H., M.H.
2022	Tidak ada penambahan modal / No additional capital			
2023	22.368.743	1.000.000	22.368.743.000.000	Akta No. 122 tanggal 11 Januari 2023 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 122 dated January 11, 2023 from Notary Nining Puspitaningtyas, S.H., M.H.
2024*	Tidak ada penambahan modal / No additional capital			

*) Akta atas setoran modal tahun 2024 baru terbit di tahun 2025 (Akta No. 14 tanggal 20 Maret Tahun 2025 dari Notaris Nanda Fauz Iwan S.H., M.Kn.), sehingga total saham di akhir 2024 tidak ada perubahan. / Deed of paid-up capital in 2024 will only be published in 2025 (Deed No. 14 dated March 20, 2025 from Notary Nanda Fauz Iwan S.H., M.Kn.), so there were no changes in the total shares at the end of 2024.

Kronologi Penerbitan Obligasi

Bond Listing Chronology

Pada 13 November 2017, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-438/D.04/2017 atas Penawaran perdana penerbitan Obligasi I Kereta Api Indonesia tahun 2017 dengan jumlah pokok sebesar Rp2.000.000.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 21 November 2017.

Pada tanggal 6 Desember 2019, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-189/D.04/2019 atas Penawaran umum penerbitan Obligasi II Kereta Api Indonesia tahun 2019 dengan jumlah pokok sebesar Rp2.000.000.000, dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 16 Desember 2019.

Pada tanggal 29 Juli 2022, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-148/D.04/2022 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022, dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 3 Agustus 2022 sesuai Surat BEI Nomor: S-06451/BEI.PP3/08-2022.

Perseroan menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp700.000.000.000, yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

Pada tanggal 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp1.500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai surat BEI No. S-12133/BEI.PP3/11-2024.

Informasi kronologi pencatatan obligasi KAI adalah sebagai berikut:

On November 13, 2017, the Company received an effective statement letter from the Financial Services Authority (OJK) No. S-438/D.04/2017 for the Initial Offering of Kereta Api Indonesia Bonds I in 2017 with a principal amount of Rp2,000,000,000,000 and was listed on the Indonesia Stock Exchange on November 21, 2017.

On December 6, 2019, the Company received an effective statement letter from the Financial Services Authority (OJK) No: S-189/D.04/2019 for the public offering of the 2019 Kereta Api Indonesia Bond II with a principal amount of Rp2,000,000,000 and has been listed on the Indonesia Stock Exchange on December 16, 2019.

On July 29, 2022, the Company received an effective statement letter from the Financial Service Authority (OJK) No: S-189/D.04/2019 for the Sustainable Public Offering of Kereta Api Indonesia Sustainable Bonds I Phase I Year 2022 and has been listed on the Indonesia Stock Exchange on August 3rd, 2022 pursuant to IDX Letter No: S-06451/BEI.PP3/08-2022.

The Company issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp700,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company obtained an effective statement letter from the Financial Services Authority (OJK) No. S-153/D.04/2024 on the Continuous Public Offering (PUB) of Continuous Bonds II of Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp1,500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX letter No. S-12133/BEI.PP3/11-2024.

Chronological information on KAI bond recording is as follows:

Kronologi Penerbitan Obligasi

Bond Listing Chronology

Tabel Penerbitan Obligasi
Table of Bond Issuance

No	Uraian / Description	Tanggal Distribusi Obligasi secara Elektronik / Electronic Bond Distribution Date	Tenor	Mata uang / Currency	Jumlah Obligasi / Total Bonds	Harga Penawaran / Offering Price	Tanggal Jatuh Tempo / Due Date	Tingkat Suku Bunga / Interest Rate	Status Pembayaran / Payment Status	Peringkat / Ranking		Wali Amanat / Trustee
										2024	2023	
1	Obligasi I Seri A Tahun 2017 / Bond I Series A Year 2017	21 November 2017 / November 21, 2017	5	IDR	1.000.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	21 November 2022 / November 21, 2022	7,75% per tahun / 7.75% per year	Lunas / Paid	-	idAAA	PT Bank Mega Tbk
2	Obligasi I Seri B Tahun 2017 / Bond I Series B Year 2017	21 November 2017 / November 21, 2017	7	IDR	1.000.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	21 November 2024 / November 21, 2024	8,25% per tahun / 8.25% per year	Lunas / Paid	idAAA	idAAA	PT Bank Mega Tbk
3	Obligasi II Seri A Tahun 2019 / Bond II Series A Year 2019	13 Desember 2019 / December 13, 2019	5	IDR	900.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	13 Desember 2024 / December 13, 2024	7,75% per tahun / 7.75% per year	Lunas / Paid	idAAA	idAAA	PT Bank Mega Tbk
4	Obligasi II Seri B Tahun 2019 / Bond II Series B Year 2019	13 Desember 2019 / December 13, 2019	7	IDR	1.100.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	13 Desember 2026 / December 13, 2026	8,20% per tahun / 8.20% per year	Belum lunas / Not Paid	idAAA	idAAA	PT Bank Mega Tbk
5	Obligasi Berkelanjutan I KAI Tahap I Seri A Tahun 2022 / Sustainable Bonds I KAI Phase I Series A Year 2022	5 Agustus 2022 / August 5, 2022	5	IDR	634.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	5 Agustus 2027 / August 5, 2027	7,10% per tahun / 7.10% per year	Belum lunas / Not Paid	idAAA	idAAA	PT Bank Mega Tbk
6	Obligasi Berkelanjutan I KAI Tahap I Seri B Tahun 2022 / Sustainable Bonds I KAI Phase I Series B Year 2022	5 Agustus 2022 / August 5, 2022	7	IDR	866.000.000.000	100% dari nilai pokok obligasi / 100% of principal value	5 Agustus 2029 / August 5, 2029	8,00% per tahun / 8.00% per year	Belum lunas / Not Paid	idAAA	idAAA	PT Bank Mega Tbk
7	Obligasi Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Bonds I KAI Phase II Series A Year 2024	09 Agustus 2024 / 09 Agustus 2024	3	IDR	67.000.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2027 / 09 Agustus 2027	6,90% per tahun / 6.90% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
8	Obligasi Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Bonds I KAI Phase II Series B Year 2024	09 Agustus 2024 / 09 Agustus 2024	5	IDR	295.500.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2029 / 09 Agustus 2029	7,20% per tahun / 7.20% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
9	Obligasi Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Bonds I KAI Phase II Series C Year 2024	09 Agustus 2024 / 09 Agustus 2024	7	IDR	337.500.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2031 / 09 Agustus 2031	7,30% per tahun / 7.30% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
10	Obligasi Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Bonds II KAI Phase I Series A Year 2024	19 November 2024 / 19 November 2024	3	IDR	437.800.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2027 / 19 November 2027	6,70% per tahun / 6.70% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk

Kronologi Penerbitan Obligasi

Bond Listing Chronology

No	Uraian / Description	Tanggal Distribusi Obligasi secara Elektronik / Electronic Bond Distribution Date	Tenor	Mata uang / Currency	Jumlah Obligasi / Total Bonds	Harga Penawaran / Offering Price	Tanggal Jatuh Tempo / Due Date	Tingkat Suku Bunga / Interest Rate	Status Pembayaran / Payment Status	Peringkat / Ranking		Wali Amanat / Trustee
										2024	2023	
11	Obligasi Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Bonds II KAI Phase I Series B Year 2024	19 November 2024 / 19 November 2024	5	IDR	448.360.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2029 / 19 November 2029	7,00% per tahun / 7,00% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
12	Obligasi Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Bonds II KAI Phase I Series C Year 2024	19 November 2024 / 19 November 2024	7	IDR	613.840.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2031 / 19 November 2031	7,10% per tahun / 7,10% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk

Kronologi Penerbitan Sukuk

Sukuk Issuance Chronology

Pada 29 Juli 2022, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-148/D.04/2022 atas penawaran Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 3 Agustus 2022 sesuai Surat BEI No. S-06451/BEI.PP3/08-2022.

Perseroan menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp300.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

Pada 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai Surat BEI Nomor: S-12133/BEI.PP3/11-2024.

On July 29th, 2022, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-148/D.04/2022 for the offering of the Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Phase I Year 2022 and it was listed on the Indonesia Stock Exchange on August 3, 2022, according to the IDX Letter Number: S-06451/BEI.PP3/08-2022.

The Company issued Sukuk through the Continuous Public Offering (PUB) mechanism of Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp300,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter Number: S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-153/D.04/2024 regarding the Continuous Public Offering (PUB) of Continuous Sukuk Ijarah II Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX Letter Number: S-12133/BEI.PP3/11-2024.

Kronologi Penerbitan Sukuk

Sukuk Issuance Chronology

Informasi kronologi pencatatan sukuk KAI adalah sebagai berikut:

Information on the KAI sukuk issuance chronology is as follows:

Tabel Penerbitan Sukuk

Table of Sukuk Issuance

No	Uraian / Description	Tanggal Distribusi Sukuk secara Elektronik / Electronic Bond Distribution Date	Tenor	Mata Uang / Currency	Jumlah Sukuk / Total Sukuk	Harga Penawaran / Offering Price	Tanggal Jatuh Tempo / Due Date	Status Pembayaran / Payment Status	Peringkat / Ranking		Wali Amanat / Trustee
									2024	2023	
1	Sukuk Ijarah Berkelanjutan I KAI Tahap I Seri A Tahun 2022 / Sustainable Sukuk Ijarah I KAI Phase I Series A of 2022	5 Agustus 2022 / August 5, 2022	5	IDR	117.350.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% Remaining value of Ijarah Sukuk benefits	5 Agustus 2027 / August 5, 2027	Belum lunas / Not Paid	idAAA (sy)	idAAA (sy)	PT Bank Mega Tbk
2	Sukuk Ijarah Berkelanjutan I KAI Tahap I Seri B Tahun 2022 / Sustainable Sukuk Ijarah I KAI Phase I Series B of 2022	5 Agustus 2022 / August 5, 2022	7	IDR	382.650.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% Remaining value of Ijarah Sukuk benefits	5 Agustus 2027 / August 5, 2027	Belum lunas / Not Paid	idAAA (sy)	idAAA (sy)	PT Bank Mega Tbk
3	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series A of 2024	9 Agustus 2024 / 9 Agustus 2024	3	IDR	62.500.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2027 / 9 Agustus 2027	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
4	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series B of 2024	9 Agustus 2024 / 9 Agustus 2024	5	IDR	127.270.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2029 / 9 Agustus 2029	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
5	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series C of 2024	9 Agustus 2024 / 9 Agustus 2024	7	IDR	110.230.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2031 / 9 Agustus 2031	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
6	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series A of 2024	19 November 2024 / 19 November 2024	3	IDR	116.540.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2027 / 19 November 2027	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk
7	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series B of 2024	19 November 2024 / 19 November 2024	5	IDR	83.135.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2029 / 19 November 2029	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk
8	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series C of 2024	19 November 2024 / 19 November 2024	7	IDR	300.325.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2031 / 19 November 2031	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk

Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya

Other Securities Listing Chronology

Hingga 31 Desember 2024, KAI tidak mencatatkan atau menerbitkan efek lainnya. Sehingga informasi tersebut tidak disajikan dalam laporan.

As of December 31, 2024, KAI did not issue other securities. Therefore, such information is not presented in this report.

Informasi Penggunaan Jasa Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP)

Information on Public Accounting Service (AP) and Public Accounting Firm (KAP)

Nama KAP / Name of Public Accounting Firm	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Jaringan Asosiasi / Association Network	RSM Indonesia
Alamat / Address	Gedung Plaza Asia, Lantai 10-11, Jl. Jenderal Sudirman Kav.59 Senayan, Kebayoran Baru, Jakarta Selatan 12190, Indonesia / Plaza Asia Building, 10th-11th Floor, Jl. Jenderal Sudirman Kav.59 Senayan, Kebayoran Baru, South Jakarta 12190, Indonesia
Akuntan Publik / Public Accountant	Dedy Sukrisnadi
Periode Penugasan / Period of Engagement	2024
Jasa yang Diberikan / Services Provided	Audit Tahun Buku 2024 / 2024 Fiscal Year Audit
Jasa Non-Audit yang Diberikan / Non-Audit Services Provided	-
Biaya Audit / Audit Costs	Rp3.200.000.000,00
Biaya Non-Audit / Non-Audit Costs	-

Informasi Lembaga dan/atau Profesi Penunjang Perusahaan

Supporting Institutions and/or Profession

Wali Amanat Obligasi

Bonds Trustee

Nama / Name	PT Bank Mega Tbk
Alamat / Address	Menara Bank Mega Jl. Kapten Tendean Kav 12-14 A Jakarta 12790 / Bank Mega Tower, Jl. Kapten Tendean Kav 12-14 A Jakarta 12790

Wali Amanat Sukuk

Nama / Name	PT Bank Syariah Indonesia Tbk
Alamat / Address	Kantor Pusat Gedung The Tower, Jl Gatot Subroto No.27 Jakarta Selatan 12930 / Head Office The Tower Building, Jl Gatot Subroto No.27 South Jakarta 12930

Lembaga Pemeringkat Efek

Securities Rating Agency

Nama / Name	PT Pemeringkat Efek Indonesia (Pefindo)
Alamat / Address	Equity Power Lt. 30 Sudirman Central Business District (SCBD) Lot 9 Jl.Jenderal Sudirman Kav.52-53 Jakarta 12190 / Equity Power 30th Floor Sudirman Central Business District (SCBD) Lot 9 Jl.Jenderal Sudirman Kav.52-53 Jakarta 12190

Pengelola Informasi Perdagangan dan Pencatatan Saham

Share Listing and Trading information Management

Nama / Name	PT Bursa Efek Indonesia
Alamat / Address	Gedung Bursa Efek Indonesia, Menara I Lantai 6 Jl. Jenderal Sudirman Kav. 52-53, Jakarta - 12190 / Indonesia Stock Exchange Building, Tower I, 6th Floor, Jl. Jenderal Sudirman Kav. 52-53, Jakarta - 12190

Konsultan Hukum

Legal Consultant

Nama / Name	Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
Alamat / Address	Graha CIMB Niaga, 24th Floor Jl. Jend. Sudirman Kav. 58 Jakarta 12190

Keterangan: Jasa Konsultan Hukum pada PUB I Tahap II KAI Tahun 2024 / Note: Legal Consultant Services for PUB I Phase II KAI 2024

Nama	Marsinih, Martoatmodjo, Iskandar Law Office (MMI)
Alamat	Office 8, 15th Floor Suite H, Jalan Senopati Raya No. 8B, Jakarta Selatan 12190 / Office 8, 15th Floor Suite H, Jl. Senopati Raya No. 8B, South Jakarta 12190

Keterangan: Jasa Konsultan Hukum pada PUB II Tahap I KAI Tahun 2024 / Note: Legal Consultant Services for PUB II Phase I KAI 2024

Notaris

Notary

Nama / Name	Fathiah Helmi, S.H
Alamat / Address	Graha Irama Lt. 6 Suite C Jl. H.R. Rasuna Said Blok X-1, Kav. 1 & 2 Kuningan, Jakarta 12950 / Graha Irama 6th Floor Suite C Jl. H.R. Rasuna Said Block X-1, Kav. 1 & 2 Kuningan, Jakarta 12950

Tim Ahli Syariah

Sharia Expert Team

Nama / Name	AH. Azharuddin Lathif, M.Ag.MH
Jabatan / Position	Ketua Tim Ahli Syariah Penawaran Umum Berkelanjutan Sukuk Ijarah KAI I Tahap II Tahun 2024 dan Penawaran Umum Berkelanjutan Sukuk Ijarah KAI II Tahap I Tahun 2024 / Head of Sharia Expert Team for Continuous Public Offering of KAI Sukuk Ijarah I Phase II Year 2024 and Continuous Public Offering of KAI Sukuk Ijarah II Phase I Year 2024
Alamat / Address	Jalan Dempo No. 19 Pegangsaan, Jakarta Pusat 10320 / Jl. Dempo No. 19 Pegangsaan, Central Jakarta 10320

Informasi Website Perusahaan

Information on the Company's Website



KAI berkomitmen untuk senantiasa menerapkan pemenuhan terhadap prinsip transparansi sesuai peraturan perundang-undangan serta standar penerapan yang berlaku, mencakup standar pada Peraturan Otoritas Jasa Keuangan No. 08/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik. Komitmen KAI terhadap penerapan pemenuhan prinsip transparansi tersebut dilaksanakan sebagai upaya dalam memberikan kemudahan bagi seluruh pemangku kepentingan dalam mengakses informasi yang aktual dan relevan terkait Perseroan.

Terkait hal tersebut, terdapat sejumlah informasi yang secara khusus telah termuat di dalam situs web resmi KAI (<https://www.kai.id/>) sesuai kewajiban penyampaian dalam peraturan dan standar, rincian sebagai berikut:

- Informasi umum terkait Perseroan.
- Informasi terkait keterbukaan informasi publik.
- Informasi tata kelola perusahaan.
- Informasi tanggung jawab sosial perusahaan.

KAI is committed to upholding the principle of transparency as mandated by relevant laws, regulations, and implementation standards, including those outlined in the Financial Services Authority Regulation No. 08/POJK.04/2015 regarding the websites of issuers or public companies. KAI's commitment to transparency is aimed at providing all stakeholders with easy access to timely and relevant information about the Company.

To facilitate this, there is specific information on the official KAI website (<https://www.kai.id/>) as part of its regulatory obligations. The details available include:

- General information about the Company.
- Information regarding public disclosures.
- Corporate governance details.
- Information on corporate social responsibility.

Informasi Website Perusahaan

Information on the Company's Website

Tabel Informasi Website KAI
Table on Information on KAI Website

Informasi / Information
Tentang Kami, memuat: / About us, containing: • Sekilas KAI (Sejarah/Visi dan Misi/Logo dan Budaya Perusahaan/Penghargaan). / Overview of KAI (History/Vision and Mission/Logo and Corporate Culture/Awards) • Organisasi (Profil Komisaris & Direksi/Anak Perusahaan dan Joint Venture/Struktur Organisasi). / Organization (Profiles of Commissioners & Directors/ Subsidiaries and Joint Ventures/Organizational Structure) • Kontak Kami / Contact Us Tautan / Link: https://www.kai.id/corporate/page/10
Publikasi / Publication
Menampilkan siaran pers dan berita-berita dari KAI. / Displaying press releases and news from KAI. Tautan / Link: https://www.kai.id/corporate/page/12
Karir / Career
Memuat Lowongan, Pengumuman, Job Profile, Panduan dan Registrasi. / Contains vacancies, announcements, job profiles, guides and registration. Tautan / Link: https://e-recruitment.kai.id
Lelang / Auction
Menampilkan pengumuman lelang yang diadakan KAI. / Displaying the announcement of the auction held by KAI. Tautan / Link: https://eproc.kai.id/
Keterbukaan Informasi Publik / Public Information Disclosure
Maklumat, Regulasi, Layanan Informasi Publik, Daftar Informasi Publik, Evaluasi & Laporan. / Information, Regulations, Public Information Services, List of Public Information, Evaluation & Reports. Tautan / Link: https://ppid.kai.id/
Heritage / Heritage
Sejarah Perkeretaapian, Aset Bersejarah, Museum, Galeri, Referensi. / Railway History, Historical Assets, Museum, Gallery, References
TJSL / CSR
Tentang CSR, Kebijakan CSR, Ketentuan & Persyaratan, Program CSR. / About CSR, CSR Policy, Terms & Conditions, CSR Programs Tautan / Link: https://tjsl.kai.id/
Hubungan Investor / Investor Relations
Laporan perusahaan, informasi saham dan obligasi, dan RUPS. / Company reports, stock and bond information, and General Meetings of Shareholders (RUPS). Tautan / Link: https://www.kai.id/corporate/page/181
GCG / GCG
Tentang GCG, Board Manual, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, LHKPN, dan Sistem Manajemen Anti Penyuapan. / About GCG, Board Manual, Code of Conduct, Gratification Control, Whistleblowing Tautan / Link: https://www.kai.id/corporate/gcg

Penghargaan dan Sertifikasi

Awards and Certifications

PENGHARGAAN

AWARD

No	Penghargaan / Awards	Tempat dan Tanggal / Place and Date	Event	Pemberi Penghargaan / Appreciator
1	KAI Raih Penghargaan pada Anugerah ICONOMICS'20 Best Companies Transportation Category / KAI Won Award at ICONOMICS'20 Best Companies Transportation Category	Jakarta, 29 Januari 2024 / Jakarta, January 29, 2024	Anugerah ICONOMICS'20	ICONOMICS
2	Best Crisis Handling BUMN untuk KAI / Best Crisis Handling BUMN for KAI	Jakarta, 8 Maret 2024 / Jakarta, March 8, 2024	BCOMSS 2024	Kementerian BUMN / Ministry of State-Owned Enterprises
3	Individual Social Media Ranger Activation untuk Nurul Wulandari / Individual Social Media Ranger Activation for Nurul Wulandari	Jakarta, 8 Maret 2024 / Jakarta, March 8, 2024	BCOMSS 2024	Kementerian BUMN / Ministry of State-Owned Enterprises
4	Terbaik I Inovasi Bisnis Perusahaan Terbaik / First Best in Best Corporate Business Innovation	Jakarta, 13 Maret 2024 / Jakarta, March 13, 2024	Anugerah BUMN 2024	Majalah BUMN TRACK bersama PPM Manajemen / BUMN TRACK Magazine with the Management Development Center
5	Terbaik II Strategi Pertumbuhan Perusahaan Terbaik / Second Best in Best Corporate Growth Strategy	Jakarta, 13 Maret 2024 / Jakarta, March 13, 2024	Anugerah BUMN 2024	Majalah BUMN TRACK bersama PPM Manajemen / BUMN TRACK Magazine with the Management Development Center
6	Apresiasi Kepada KAI dalam Mendukung TVRI Jawa Barat menjalankan tugas dan fungsi sebagai Lembaga Penyiaran Publik / Appreciation to KAI in Supporting West Java TVRI in carrying out its duties and functions as a Public Broadcasting Institution	Bandung, 27 April 2024 / Bandung, April 27, 2024	Semarak 37 Tahun TVRI Jawa Barat / Lively 37 Years of TVRI West Java	TVRI Jawa Barat / TVRI West Java
7	Indonesia Best TJSL in Transportation Sector 2024	Jakarta, 7 Mei 2024 / Jakarta, May 7, 2024	6 th Indonesia CSR Awards 2024	The Economics
8	"Silver Champion" BUMN The Most Promising Company In Strategic Marketing	Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024	Jakarta Marketing Week	BUMN Entrepreneurial Marketing Award 2024
9	"Gold Champion" The Most Promising Company In Tactical Marketing	Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024	Jakarta Marketing Week	BUMN Entrepreneurial Marketing Award 2024
10	Direktur SDM dan Umum dinobatkan Sebagai Dewi BUMN 2024 (Apresiasi kepada direksi Perempuan di perusahaan BUMN yang banyak berperan dalam proses transformasi BUMN) / Managing Director of Human Capital and General Affairs was named as the 2024 BUMN Goddess (Appreciation for female directors in BUMN companies who have played a major role in the BUMN transformation process)	Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024	BUMN Entrepreneurial Marketing Award 2024	Jakarta Marketing Week
11	BUMN Peduli Lansia / BUMN Cares for the Elderly	Surabaya, 29 Mei 2022 / Surabaya, May 29, 2022	Peringatan Hari Lanjut Usia Nasional Tingkat Provinsi Jawa Timur / National Elderly Day Commemoration at East Java Province Level	Provinsi Jawa Timur / East Java Province
12	The Best Leadership in Human Capital Development - Rosma Handayani	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Award	First Indonesia Magazine
13	The Best CEO Committed HC of The Year 2024 - Didiek Hartantyo	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Award	First Indonesia Magazine
14	The Most Resilience Company 2024	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Award	First Indonesia Magazine
15	The Best Business Transformation	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Excellence Award	First Indonesia Magazine
16	The Best Bussiness Transform Management and Communication Strategy	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Award	First Indonesia Magazine
17	The Best Career Development Program	Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024	Human Capital on Resilience Excellence Award	First Indonesia Magazine
18	Best Social Impact and Human Rights	Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024	ESG Initiative Awards (EIA) 2024	Business Update

Penghargaan dan Sertifikasi

Awards and Certifications

No	Penghargaan / Awards	Tempat dan Tanggal / Place and Date	Event	Pemberi Penghargaan / Appreciator
19	Best Regulatory and Policy Advocacy	Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024	ESG Initiative Awards (EIA) 2024	Business Update
20	Best CEO of ESG Initiatives & Commitment in Sustainable Public Transport - Didiek Hartantyo	Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024	ESG Initiative Awards (EIA) 2024	Business Update
21	Indonesia Popular Corporate Reputation Awards 2024 in Transportation Category	Jakarta, 9 Agustus 2024 / Jakarta, August 9, 2024	5th Corporate Reputation Awards 2024 & 5th PR Person Awards 2024	The Iconomics
22	Rosma Handayani Direktur SDM dan Umum Meraih Penghargaan Women Empower Women Award 2024 sebagai The Best Performance Bidang Bisnis Jasa Transportasi Perusahaan BUMN / Rosma Handayani, Managing Director of Human Capital and General Affairs, Won the Women Empower Women Award 2024 as the Best Performance in the Transportation Services Business Sector of a State-Owned Enterprise	Jakarta, 23 Agustus 2023 / Jakarta, August 23, 2024	Women Empower Women Award 2024	Majalah Kebaya Indonesia / Kebaya Indonesia Magazine
23	KAI sebagai The Best Safety Management in BUMN Company / KAI as The Best Safety Management in BUMN Company	Bali, 23 Agustus 2024 / Bali, August 23, 2024	Safety Excellent Award 2024	First Indonesia Magazine
24	KAI sebagai The Best Safety Program / KAI as The Best Safety Program	Bali, 23 Agustus 2024 / Bali, August 23, 2024	Safety Excellent Award 2024	First Indonesia Magazine
25	KAI sebagai The Most Safety Culture / KAI as The Most Safety Culture	Bali, 23 Agustus 2024 / Bali, August 23, 2024	Safety Excellent Award 2024	First Indonesia Magazine
26	KAI sebagai The Best Leadership on OSH Culture / KAI as The Best Leadership on OSH Culture	Bali, 23 Agustus 2024 / Bali, August 23, 2024	Safety Excellent Award 2024	First Indonesia Magazine
27	The Best GRC for Corporate Governance & Compliance 2024 (Transportation Industries)	Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024	Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024	BusinessNews
28	Direktur Utama KAI Didiek Hartantyo sebagai The Best Chief Executive Officer 2024 (Transportation Industries) / KAI President Director Didiek Hartantyo as The Best Chief Executive Officer 2024 (Transportation Industries)	Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024	Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024	BusinessNews
29	Salusra Wijaya Direktur Keuangan dan Manajemen Risiko sebagai The Best Chief Risk Management Officer 2024 (Transportation Industries) / Salusra Wijaya, Managing Director of Finance and Risk Management, as The Best Chief Risk Management Officer 2024 (Transportation Industries)	Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024	Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024	BusinessNews
30	KAI sebagai Indonesia's Biggest Companies untuk Logistic & Transportation / KAI as Indonesia's Biggest Companies for Logistic & Transportation	Jakarta, 6 September 2024 / Jakarta, September 6, 2024	Fortune Indonesia 100	Fortune Indonesia
31	KAI Platinum Kategori The Best Digital Media / KAI Platinum Category in The Best Digital Media	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
32	KAI Platinum Kategori The Best Customer Experience / KAI Platinum Category in The Best Customer Experience	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
33	Mahdi Musthaffa Platinum Kategori The Best Team Leader Digital / Mahdi Musthaffa Platinum Category in The Best Team Leader Digital	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
34	Feby Pratama Platinum Kategori The Best Team Leader Customer / Feby Pratama Platinum Category in The Best Team Leader Customer	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
35	Dyah Ayu Pitaloka Platinum Kategori The Best Supervisor / Dyah Ayu Pitaloka Platinum Category in The Best Supervisor	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
36	KAI Platinum Kategori The Best Business Contribution / KAI Platinum Category in The Best Business Contribution	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
37	Reinzie Ratu Pangesthy Peraih Platinum Kategori The Best Agent Inbound / Reinzie Ratu Pangesthy Platinum Winner Category in The Best Agent Inbound	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)

Penghargaan dan Sertifikasi

Awards and Certifications

No	Penghargaan / Awards	Tempat dan Tanggal / Place and Date	Event	Pemberi Penghargaan / Appreciator
38	Kristaga Adha Platinum Kategori The Best Customer Service / Kristaga Adha Platinum Category in The Best Customer Service	Jakarta, 11 September 2024 / Jakarta, September 11, 2024	The Best Contact Center Indonesia 2024	Indonesia Contact Center Association (ICCA)
39	Excellent Category - Smart Resor Team Daop 9 Jember / Excellent Category - Smart Resort Team Operation Area 9 Jember	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
40	Excellent Category - Ticno Remote Team Daop 8 Surabaya / Excellent Category - Ticno Remote Team Operation Area 8 Surabaya	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
41	Excellent Category - 3 Logic Team Divre III Palembang / Excellent Category - 3 Logic Team Regional Division III Palembang	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
42	Excellent Category - Refurmas Team Daop 2 Bandung / Excellent Category - Refurmas Team Operation Area 2 Bandung	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
43	Excellent Category - Dencow Tools Daop 6 Yogyakarta / Excellent Category - Dencow Tools Operation Area 6 Yogyakarta	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
44	Excellent Category - Digimen Team Kantor Pusat / Excellent Category - Digimen Team Head Office	Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024	International Quality & Productivity Convention (IQPC) 2024	Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA)
45	Direktur Utama KAI sebagai Tokoh Kolaboratif Transportasi Inklusif Terintegrasi Bidang Perkeretaapian / KAI President Director as a Collaborative Figure for Integrated Inclusive Transportation in the Railway Sector	Jakarta, 19 September 2024 / Jakarta, September 19, 2024	DTKJ Awards 2024	Dewan Transportasi Kota Jakarta / Jakarta Transportation Council
46	Penghargaan Khusus Operator Penyedia Sarana dan Prasarana Terbaik untuk Transportasi Antarkota / Special Award for the Best Operator of Facilities and Infrastructure for Intercity Transportation	Jakarta, 19 September 2024 / Jakarta, September 19, 2024	DTKJ Awards 2024	Dewan Transportasi Kota Jakarta / Jakarta Transportation Council
47	LRT Jabodebek Juara 3 kategori Operator Terbaik Penyedia Sarana dan Prasarana Transportasi Ramah Disabilitas, Lansia, Ibu Hamil dan Anak / Jabodebek LRT Won 3 rd Place in the category of Best Operator of Facilities and Infrastructure for Transportation Friendly to Disabilities, the Elderly, Pregnant Women, and Children	Jakarta, 19 September 2024 / Jakarta, September 19, 2024	DTKJ Awards 2024	Dewan Transportasi Kota Jakarta / Jakarta Transportation Council
48	LRT Jabodebek Juara 3 kategori Operator dengan Kelembagaan Terakomodatif dalam Pelayanan Disabilitas / Jabodebek LRT Won 3 rd Place in the category of Operator with the Most Accommodating Institution in Disability Services	Jakarta, 19 September 2024 / Jakarta, September 19, 2024	DTKJ Awards 2024	Dewan Transportasi Kota Jakarta / Jakarta Transportation Council
49	Penghargaan Kecelakaan Nihil Divre II Sumatera Barat / Zero Accident Award Regional Division II West Sumatera	Padang, 23 September 2024 / Padang, September 23, 2024	Zero Accident Award	Kementerian Ketenagakerjaan / Ministry of Manpower
50	Pelopop "Membangun Ruang Aman dari Kekerasan" / Pioneer of "Building Safe Spaces from Violence"	Jakarta, 16 Oktober 2024 / Jakarta, October 16, 2024	Satu Suara Wujudkan Cita-Cita / One Voice to Realize Ideals	Komisi Nasional Anti-Kekerasan terhadap Perempuan / National Commission on Violence against Women

Penghargaan dan Sertifikasi

Awards and Certifications

No	Penghargaan / Awards	Tempat dan Tanggal / Place and Date	Event	Pemberi Penghargaan / Appreciator
51	KAI 121 mendapatkan Silver untuk kategori Customer Experience / KAI 121 received Silver in the Customer Experience category	Singapura, 23-25 Oktober 2024 / Singapore, October 23-25, 2024	Contact Center Asia Pacific (CC APAC) Awards 2024	Contact Center Association of Singapore
52	Penghargaan Quality Leadership Award diberikan kepada Direktur Utama KAI Didiek Hartantyo / Quality Leadership Award was given to KAI President Director Didiek Hartantyo	Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024	Indonesia Quality Excellence Festival	Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)
53	Peringkat Galaxy untuk kategori Innovation Management Award / Galaxy Rank for the Innovation Management Award category	Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024	Indonesia Quality Excellence Festival	Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)
54	Peringkat Gold untuk kategori Quality Excellence Exhibition / Gold Rank for the Quality Excellence Exhibition category	Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024	Indonesia Quality Excellence Festival	Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)
55	KAI Raih Penghargaan Indonesia Most Reputable Companies 2024 / KAI Won Indonesia Most Reputable Companies 2024 Award	Jakarta, 19 November 2024 / Jakarta, November 19, 2024	Conference & Awarding	Majalah SWA / SWA Magazine
56	Predikat Best Presentation atas nama Aep Saepudin Daop 2 Bandung / The Best Presentation predicate was awarded on behalf of Aep Saepudin in Operation Area 2 Bandung	Denpasar, 6 Desember 2024 / Denpasar, December 6, 2024	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2024 / XXVIII National Quality & Productivity Work Meeting 2024	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
57	Predikat Gold atas nama Riefky Ramdhan Pratama Ajie, Yusuf Ardian Nugraha Balai Yasa Yogyakarta / The Gold predicate was awarded on behalf of Riefky Ramdhan Pratama Ajie, and Yusuf Ardian Nugraha in Yogyakarta Railway Workshop	Denpasar, 6 Desember 2025 / Denpasar, December 6, 2025	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2025 / XXVIII National Quality & Productivity Work Meeting 2025	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
58	Predikat Gold atas nama M. Arif Akbar Putra Alta, Rachmat Nurhidayat, Bagas Iqbal Ramadhan Divre III Palembang / The Gold predicate was awarded on behalf of M. Arif Akbar Putra Alta, Rachmat Nurhidayat, and Bagas Iqbal Ramadhan in Regional Division III Palembang	Denpasar, 6 Desember 2026 / Denpasar, December 6, 2026	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2026 / XXVIII National Quality & Productivity Work Meeting 2026	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
59	Predikat Gold atas nama Riza Bahtiar Muklasin, Aris Afandhi Daop 5 Purwokerto / The Gold predicate was awarded on behalf of Riza Bahtiar Muklasin and Aris Afandhi in Operation Area 5 Purwokerto	Denpasar, 6 Desember 2027 / Denpasar, December 6, 2027	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2027 / XXVIII National Quality & Productivity Work Meeting 2027	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
60	Predikat Platinum atas nama Sunu Eko Priantoro, Rachmad Setiyawan Balai Yasa Yogyakarta / The Platinum predicate was awarded on behalf of Sunu Eko Priantoro and Rachmad Setiyawan in Yogyakarta Railway Workshop	Denpasar, 6 Desember 2028 / Denpasar, December 6, 2028	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2028 / XXVIII National Quality & Productivity Work Meeting 2028	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
61	Predikat Platinum atas nama Sunu Eko Priantoro, Rachmad Setiyawan Balai Yasa Surabaya Gubeng / The Platinum predicate was awarded on behalf of Sunu Eko Priantoro and Rachmad Setiyawan in Surabaya Gubeng Railway Workshop	Denpasar, 6 Desember 2029 / Denpasar, December 6, 2029	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2029 / XXVIII National Quality & Productivity Work Meeting 2029	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)

Penghargaan dan Sertifikasi

Awards and Certifications

No	Penghargaan / Awards	Tempat dan Tanggal / Place and Date	Event	Pemberi Penghargaan / Appreciator
62	Predikat Platinum atas nama Eko Fernando, Ahmad Irawan Divre III Palembang / The Platinum predicate was awarded on behalf of Eko Fernando and Ahmad Irawan in Regional Division III Palembang	Denpasar, 6 Desember 2030 / Denpasar, December 6, 2030	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2030 / XXVIII National Quality & Productivity Work Meeting 2030	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
63	Predikat Platinum atas nama Aep Saepudin Daop 2 Bandung / The Platinum predicate was awarded on behalf of Aep Saepudin in Operation Area 2 Bandung	Denpasar, 6 Desember 2031 / Denpasar, December 6, 2031	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2031 / XXVIII National Quality & Productivity Work Meeting 2031	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
64	Predikat Platinum atas nama Ahmad Kadafi, Rahmat Hidayat, Andre Bhaskara Kantor Pusat / The Platinum Predicate was awarded on behalf of Ahmad Kadafi, Rahmat Hidayat, abd Andre Bhaskara in Head Office	Denpasar, 6 Desember 2032 / Denpasar, December 6, 2032	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2032 / XXVIII National Quality & Productivity Work Meeting 2032	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
65	Predikat Diamond atas nama Ageng Trisno Sugita, Boy Sandi, Aldio Lexsmana Divre III Palembang / The Diamond Predicate was awarded on behalf of Ageng Trisno Sugita, Boy Sandi, and Aldio Lexsmana in Regional Division III Palembang	Denpasar, 6 Desember 2033 / Denpasar, December 6, 2033	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2033 / XXVIII National Quality & Productivity Work Meeting 2033	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
66	Predikat Diamond atas nama Ahmad Kadafi, Firhany Ardia Nugraha, Muhammad Rizqullah Akbar Kantor Pusat / The Diamond Predicate was awarded on behalf of Ahmad Kadafi, Firhany Ardia Nugraha, and Muhammad Rizqullah Akbar in Head Office	Denpasar, 6 Desember 2034 / Denpasar, December 6, 2034	Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2034 / XXVIII National Quality & Productivity Work Meeting 2034	PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA)
67	Direktur Utama KAI sebagai Best of The Best Marketeer of The Year 2024 / KAI President Director as Best of The Best Marketeer of The Year 2024	Jakarta, 5 Desember 2024 / Jakarta, December 5, 2024	The Annual 19 th Markplus Conference 2024	Marketeer of The Year 2024
68	Direktur Utama sebagai The Best Industry Marketing Champion Transportation Sector 2024 / President Director as The Best Industry Marketing Champion Transportation Sector 2024	Jakarta, 5 Desember 2025 / Jakarta, December 5, 2024	The Annual 19 th Markplus Conference 2025	Marketeer of The Year 2025
69	KAI Divre IV Tanjung Karang sebagai Badan Publik Informatif pada kategori BUMN / KAI Regional Division IV Tanjung Karang as Informative Public Agency in the BUMN category	Lampung, 4 Desember 2024 / Lampung, December 4, 2024	Penganugerahan Keterbukaan Informasi Badan Publik Tahun 2024 / Public Agency Information Transparency Award 2024	Komisi Informasi Provinsi Lampung / Lampung Province Information Commission
70	Kompleks Kantor KAI sebagai Cagar Budaya Kota Bandung 2024 / KAI Office Complex as Bandung City Cultural Heritage 2024	Bandung, 9 Desember 2024 / Bandung, December 9, 2024	Apresiasi Cagar Budaya Kota Bandung 2024 / Bandung City Cultural Heritage Appreciation 2024	Dinas Kebudayaan dan Pariwisata Kota Bandung / Bandung City Culture and Tourism Office
71	KAI menerima penghargaan Indeks Integritas Bisnis Lestari 2024 kategori Sapphire -3 / KAI received the 2024 Sustainable Business Integrity Index award in the Sapphire -3 category	Jakarta, 10 Desember 2024 / Jakarta, December 10, 2024	Indeks Integritas Bisnis Lestari 2024 / Sustainable Business Integrity Index 2024	Tempo Data Science
72	KAI Meraih Penghargaan sebagai Badan Publik Informatif Kategori BUMN / KAI Won Award as Informative Public Agency in the BUMN Category	Jakarta, 17 Desember 2024 / Jakarta, December 17, 2024	Anugerah Keterbukaan Informasi Publik 2024 / Public Information Transparency Award 2024	Komisi Informasi Pusat Republik Indonesia / Central Information Commission of the Republic of Indonesia

Penghargaan dan Sertifikasi

Awards and Certifications

SERTIFIKASI

CERTIFICATIONS

No	Sertifikasi / Certification	Unit / Unit	Dikeluarkan Oleh / Issued By	Masa Berlaku / Validity Period
Kantor Pusat / Head Office				
1	ISO 37001:2016	Quality Assurance & GCG (USQ)	PT TUV NORD Indonesia	5 September 2022 - 4 September 2025 / September 5, 2022 - September 4, 2025
2	ISO 37001:2016	Kantor Pusat Bandung / Bandung Head Office	PT TUV NORD Indonesia	5 September 2022 - 4 September 2025 / September 5, 2022 - September 4, 2025
3	ISO 30301	Corporate Document Management (USD)	PT TUV NORD Indonesia	11 April 2022 - 11 April 2025 / April 11, 2022 - April 11, 2025
4	ISO 9001:2015	Corporate Document Management (USD)	PT SAI Global	17 Juli 2023 - 21 Juni 2026 / July 17, 2023 - June 21, 2026
5	ISO 9001:2015	Contact Center 121	PT SAI Global	31 Mei 2024 - 10 Juni 2027 / May 31, 2024 - June 10, 2024
6	ISO 9001:2015	Training Education Center (MT)	PT Bureau Veritas Indonesia	07 Juli 2021 - 07 Juli 2024 / July 07, 2021 - July 07, 2024
Balai Yasa Sarana / Facilities Workshop				
1	ISO 27001:2013	Balai Yasa Manggarai / Manggarai Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
2	ISO 27001:2013	Balai Yasa Tegal / Tegal Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
3	ISO 27001:2013	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
4	ISO 27001:2013	Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
5	ISO 27001:2013	Balai Yasa Lahat / Lahat Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
6	ISO 27001:2013	Balai Yasa Pulubrayan / Pulubrayan Railway Workshop	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
7	ISO 9001:2015	Balai Yasa Manggarai / Manggarai Railway Workshop	PT Intertek SAI Global	6 April 2023 - 26 April 2026 / April 6, 2023 - April 26, 2023
8	ISO 9001:2015	Balai Yasa Tegal / Tegal Railway Workshop	PT Intertek SAI Global	11 April 2023 - 23 Mei 2026 / April 11, 2023 - May 23, 2026
9	ISO 9001:2015	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	PT Intertek SAI Global	7 April 2023 - 21 Mei 2026 / April 7, 2023 - May 21, 2026
10	ISO 9001:2015	Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	PT Intertek SAI Global	11 April 2023 - 23 Mei 2026 / April 11, 2023 - May 23, 2026
11	ISO 9001:2015	Balai Yasa Lahat / Lahat Railway Workshop	PT Intertek SAI Global	6 April 2023 - 26 April 2026 / April 6, 2023 - April 26, 2026
12	ISO 9001:2015	Balai Yasa Pulubrayan / Pulubrayan Railway Workshop	PT Intertek SAI Global	27 April 2023 - 28 Mei 2026 / April 27, 2023 - May 28, 2026
13	ISO 37001:2016	Balai Yasa Manggarai / Manggarai Railway Workshop	PT TUV NORD Indonesia	7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025
14	SMK3	Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 16 September 2023 / September 17, 2020 - September 16, 2023

Penghargaan dan Sertifikasi

Awards and Certifications

No	Sertifikasi / Certification	Unit / Unit	Dikeluarkan Oleh / Issued By	Masa Berlaku / Validity Period
15	SMK3	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia	17 September 2020 -16 September 2023 / September 17, 2020 – September 16, 2023
16	SMK3	Balai Yasa Tegal / Tegal Railway Workshop	Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia	17 September 2020 -16 September 2023/ September 17, 2020 – September 16, 2023
17	ISO 14001:2016	Balai Yasa Tegal / Tegal Railway Workshop	PT Sucofindo (Persero)	18 Desember 2023 - 17 Desember 2026 / December 18, 2023 – December 17, 2026
18	ISO 14001:2016	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	PT Sucofindo (Persero)	18 Desember 2023 - 17 Desember 2026 / December 18, 2023 – December 17, 2026
19	ISO 45001:2018	Balai Yasa Manggarai / Manggarai Railway Workshop	Management Systems Assessment (MSA)	31 Maret 2023 - 31 Maret 2026 / March 31, 2023 – March 31, 2026
20	ISO 45001:2018	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	PT Sucofindo (Persero)	22 September 2023 - 21 September 2026 / September 22, 2023 – September 21, 2026
Balai Yasa Prasarana / Infrastructure Workshop				
1	ISO 9001:2015	Balai Yasa Mekanik Cirebon Prujakan / Cirebon Prujakan Mechanical Workshop	PT TUV NORD Indonesia	13 Januari 2023 - 22 Desember 2025 / January 13, 2023 – December 22, 2025
2	ISO 9001:2015	Balai Yasa Jembatan Kiaracundong / Kiaracundong Railway Bridge Workshop	PT TUV NORD Indonesia	13 Januari 2023 - 30 Desember 2025 / January 13, 2023 – December 30, 2025
3	ISO 14001:2015	Balai Yasa Mekanik Cirebon Prujakan / Cirebon Prujakan Mechanical Railway Workshop	PT Sucofindo (Persero)	30 November 2022 - 5 November 2025 / November 30, 2022 – November 5, 2025
DAOP/DIVRE / OPERATION AREA/REGIONAL DIVISION				
1	ISO 27001:2013	Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
2	ISO 27001:2013	Daerah Operasi 2 Bandung / Operation Area 2 Bandung	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
3	ISO 27001:2013	Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
4	ISO 27001:2013	Daerah Operasi 4 Semarang / Operation Area 4 Semarang	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
5	ISO 27001:2013	Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
6	ISO 27001:2013	Daerah Operasi 6 Yogyakarta / Operation Area 6, Yogyakarta	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
7	ISO 27001:2013	Daerah Operasi 7 Madiun / Operation Area 7 Madiun	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
8	ISO 27001:2013	Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
9	ISO 27001:2013	Daerah Operasi 9 Jember / Operation Area 9 Jember	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
10	ISO 27001:2013	Divisi Regional I Sumatera Utara / Regional Division I North Sumatra	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
11	ISO 27001:2013	Divisi Regional II Sumatera Barat / Regional Division II West Sumatra	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025
12	ISO 27001:2013	Divisi Regional III Sumatera Selatan / Regional Division III South Sumatra	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025

Penghargaan dan Sertifikasi

Awards and Certifications

No	Sertifikasi / Certification	Unit / Unit	Dikeluarkan Oleh / Issued By	Masa Berlaku / Validity Period
13	ISO 27001:2013	Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang	CBQA Global	17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025
14	ISO 9001:2015	Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta	PT BureauVeritas Indonesia	18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026
15	ISO 9001:2015	Daerah Operasi 2 Bandung / Operation Area 2 Bandung	PT BureauVeritas Indonesia	20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026
16	ISO 9001:2015	Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon	PT BureauVeritas Indonesia	20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026
17	ISO 9001:2015	Daerah Operasi 4 Semarang / Operation Area 4 Semarang	PT BureauVeritas Indonesia	18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026
18	ISO 9001:2015	Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto	PT BureauVeritas Indonesia	20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026
19	ISO 9001:2015	Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta	PT BureauVeritas Indonesia	22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026
20	ISO 9001:2015	Daerah Operasi 7 Madiun / Operation Area 7 Madiun	PT BureauVeritas Indonesia	17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 18, 2026
21	ISO 9001:2015	Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya	PT BureauVeritas Indonesia	18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026
22	ISO 9001:2015	Daerah Operasi 9 Jember / Operation Area 9 Jember	PT BureauVeritas Indonesia	17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 19, 2026
23	ISO 9001:2015	Divisi Regional I Sumatera Utara / Regional Division I North Sumara	PT BureauVeritas Indonesia	22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026
24	ISO 9001:2015	Divisi Regional II Sumatera Barat / Regional Division II West Sumatra	PT BureauVeritas Indonesia	11 Juli 2023 - 12 Januari 2026 / July 11, 2023 - January 12, 2026
25	ISO 9001:2015	Divisi Regional III Sumatera Selatan / Regional Division III South Sumatra	PT BureauVeritas Indonesia	22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026
26	ISO 9001:2015	Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang	PT BureauVeritas Indonesia	17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 18, 2026
27	ISO 14001:2015	Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon	PT BureauVeritas Indonesia	2 Desember 2022 - 1 Desember 2025 / December 2, 2022 - December 1, 2025
28	ISO 37001:2016	Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon	PT TUV NORD Indonesia	7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025
29	ISO 37001:2016	Divisi Regional III Palembang / Regional Division III Palembang	PT TUV NORD Indonesia	7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025



Analisis dan Pembahasan Manajemen

Management Discussion and Analysis





Analisis dan Pembahasan Manajemen

Management Discussion and Analysis



Tinjauan Perekonomian dan Industri

Economic and Industrial Review

Ekonomi global mengalami perlambatan secara signifikan di tahun 2024. Dana Moneter Internasional (IMF) menyampaikan perlambatan ekonomi global terjadi akibat adanya peningkatan inflasi dan penguatan dolar Amerika Serikat (AS). IMF mencatatkan pertumbuhan ekonomi dunia pada tahun 2024 sebesar 3,5%, sedikit meningkat dari tahun 2023 sebesar 3,2%. Meskipun mengalami peningkatan, nilai ini masih berada di bawah rata-rata pertumbuhan historis sebelum pandemi yang berkisar di angka 3,8% hingga 4%. Hal ini mencerminkan bahwa pemulihan ekonomi global masih menghadapi tantangan, seperti ketegangan geopolitik, suku bunga tinggi, serta ketidakpastian pasar keuangan.

Di awal tahun, ketegangan politik global diketahui masih tergolong tinggi akibat berlanjutnya konflik Rusia-Ukraina. Kondisi ini membuat dinamika geopolitik dunia cepat berubah dan berdampak pada perkembangan pasar global, dan diperkirakan akan terus berlanjut.

Berdasarkan data Bank Indonesia, pertumbuhan ekonomi global melambat berada di kisaran 3,2%. Pertumbuhan ekonomi sejumlah negara maju seperti AS juga mengalami perlambatan dari 2,9% pada tahun 2023 menjadi 2,8% di tahun 2024. Lebih lanjut, di kawasan Eropa kondisi ekonomi masih tergolong lemah dengan capaian angka di bawah historis yaitu 0,8%. Begitu pula dengan pertumbuhan ekonomi Jepang yang berkontraksi 0,1% setelah tumbuh 1,9% pada tahun 2023.

Berbeda dengan beberapa negara maju, ekonomi negara berkembang justru mengalami penguatan di sepanjang tahun 2024. Pertumbuhan ekonomi negara berkembang seperti Indonesia, Singapura, Malaysia, Thailand dan Filipina (ASEAN-5) menunjukkan pertumbuhan yang meningkat. Di tahun 2024, pertumbuhan ekonomi ASEAN-5 mengalami peningkatan dari 4,0% menjadi 4,8%.

The global economy experienced a significant slowdown in 2024. According to the International Monetary Fund (IMF), this slowdown was attributed to rising inflation and the strengthening of the United States (US) dollar. The IMF recorded world economic growth at 3.5% for 2024, a slight increase from 3.2% in 2023. However, this growth remained below the pre-pandemic average of 3.8% to 4%, indicating that the global economic recovery continued to face challenges, including geopolitical tensions, high interest rates, and uncertainty in financial markets.

At the beginning of the year, political tensions worldwide remained high due to the ongoing Russia-Ukraine conflict. This situation has caused rapid changes in global geopolitics, affecting market developments, and it is expected to persist.

Data from Bank Indonesia indicates that global economic growth has slowed to approximately 3.2%. The economic growth of several developed countries, including the US, has also declined, from 2.9% in 2023 to 2.8% in 2024. Economic conditions in the European region remain relatively weak, with growth figures below the historical level of 0.8%. Japan's economy contracted by 0.1% after growing by 1.9% in 2023.

In contrast, several developing countries have experienced economic strengthening throughout 2024. The economies of the ASEAN-5 countries, namely Indonesia, Singapore, Malaysia, Thailand, and the Philippines, showed increased growth, with the economic growth of the ASEAN-5 rising from 4.0% to 4.8% in 2024. According to Statistics Indonesia, Indonesia's economy grew by 5.03%, with

Analisis dan Pembahasan Manajemen
Management Discussion and Analysis

Menurut Badan Pusat Statistik, ekonomi Indonesia tumbuh sebesar 5,03% dengan capaian Produk Domestik Bruto (PDB) per kapita sebesar Rp78,6 juta atau USD4.960,3. Pertumbuhan ekonomi ini ditopang oleh adanya kenaikan investasi dan terjaganya konsumsi rumah tangga serta peningkatan belanja Pemerintah pada akhir tahun.

Lebih lanjut, pada Industri Transportasi dan Pergudangan berhasil mencatatkan pertumbuhan baik sebesar 8,6%. Hal ini menjadi menjadikan lapangan usaha dengan pertumbuhan tertinggi kedua setelah Jasa Lainnya sebesar 9,80%. Kemudian, terlihat adanya peningkatan pada volume penumpang di sepanjang tahun 2024 sebesar 17,81%, dari 388,78 juta orang menjadi 504,6 juta

a Gross Domestic Product (GDP) per capita of Rp78.6 million, or USD4,960.3. This growth was supported by increased investment, sustained household consumption, and a rise in government spending at the year's end.

Furthermore, the Transportation and Warehousing Industry recorded positive growth of 8.6%, making it the sector with the second highest growth rate after Other Services, which grew by 9.80%. In 2024, the passenger volume also saw an increase of 17.81%, rising from 388.78 million to 504.6 million people. Similarly, freight transportation experienced a volume increase of 9.42%,

orang. Begitu pula dengan angkutan barang yang mengalami peningkatan volume sebesar 9,42% menjadi 73,5 ton.

Dalam industri transportasi, perkeretaapian di tahun 2024 mengalami kondisi yang baik. Terlihat adanya peningkatan terhadap permintaan perjalanan domestik dan logistik barang di Indonesia. Kondisi ini memberikan peluang besar bagi KAI untuk dapat mengoptimalkan dan memanfaatkan perannya pada industri.

Tinjauan Operasi

Operational Review

Di tahun 2024, KAI berhasil mencatatkan pertumbuhan cemerlang. Capaian ini didorong oleh berbagai program strategis yang telah dijalankan secara konsisten, termasuk optimalisasi operasional, penguatan layanan, serta inovasi produk yang adaptif terhadap kebutuhan pasar. Strategi yang ditetapkan menjadi faktor penting dalam tercapainya target setiap segmen usaha. Lebih lanjut, di sepanjang tahun 2024, KAI terus meningkatkan layanan Kereta Cepat Jakarta Bandung (KCJB) *Whoosh* dan LRT Jabodebek yang merupakan Proyek Strategis Nasional amanat Pemerintah Indonesia.

Dalam menjalankan usahanya, KAI membagi kegiatan operasional ke dalam beberapa segmen usaha sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku di Indonesia (PSAK 5) tentang Segmen Operasi. Segmen usaha KAI terdiri dari Jasa Angkutan, Jasa Non-Angkutan, dan Konstruksi. Segmen usaha tersebut dibagi ke dalam beberapa segmen usaha turunan yang menjadi sumber pendapatan bagi Perseroan, yaitu angkutan penumpang, angkutan barang, serta pendukung angkutan kereta api, pendapatan non- angkutan, dan kompensasi Pemerintah yang terdiri dari *Public Service Obligation* (PSO), *Infrastructure Maintenance and Operation* (IMO), dan Perintis.

reaching 73.5 tons.

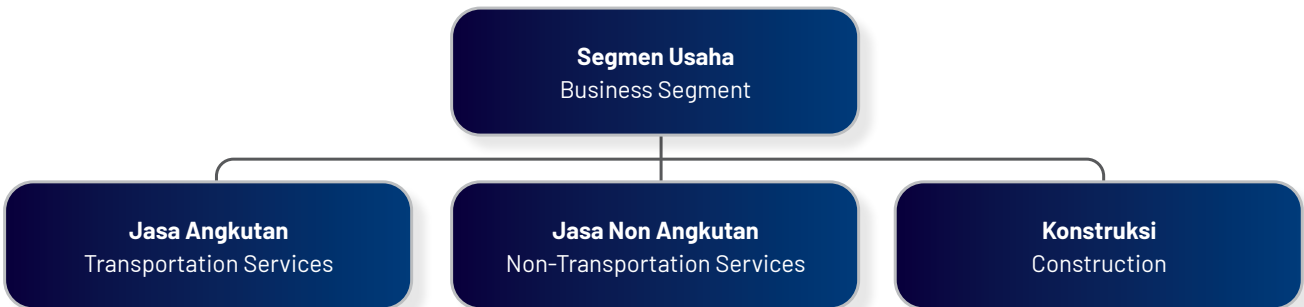
In the transportation sector, railways in 2024 encountered favorable conditions, demonstrated by an increase in demand for domestic travel and goods logistics in Indonesia. This situation presents significant opportunities for KAI to optimize and enhance its role within the industry.

In 2024, KAI achieved remarkable growth, driven by various strategic programs that were consistently implemented. These include operational optimization, service enhancement, and product innovations that align with market needs. The strategies established were crucial in meeting the targets across each business segment. Throughout 2024, KAI continued to enhance the services of the Jakarta-Bandung High-Speed Train (KCJB) *Whoosh* and the Jabodebek (Jakarta, Bogor, Depok, Bekasi) LRT, both of which are National Strategic Projects mandated by the Indonesian Government.

In conducting its business, KAI organizes its operational activities into various business segments, as stipulated by the applicable Financial Accounting Standards Statement (PSAK 5) in Indonesia. KAI's business segments include Transportation Services, Non-Transportation Services, and Construction. These segments further comprise several derivative business areas that generate income for the Company, including passenger transportation, freight transportation, railway transportation support, non-transportation income, and government compensation, which consists of Public Service Obligations (PSO), Infrastructure Maintenance and Operation (IMO), and Pioneers.

Segmen usaha KAI

KAI business segment



Program Strategis KAI Tahun 2024

KAI's Strategic Program in 2024

KAI telah menetapkan sejumlah strategi guna mendukung peningkatan kinerja baik keuangan maupun operasional. Secara umum program strategis tersebut mencakup hal-hal sebagai berikut:

1. Pertumbuhan Pendapatan.
2. Optimalisasi Kinerja Operasional dan Keberlanjutan berdasarkan prinsip ESG.
3. Peningkatan Keselamatan Operasi.
4. Transformasi, Inovasi dan Digitalisasi yang Terintegrasi.
5. Komitmen dan kesepakatan bersama serta berkolaborasi menjalin kerja sama untuk mencapai kinerja terbaik.
6. Melaksanakan tertib dokumentasi mempersiapkan seluruh proses administrasi sesuai prosedur.
7. Fokus terhadap target pencapaian penyelesaian tepat waktu proyek investasi.
8. Menjalinkan komunikasi yang baik dan intens dengan seluruh pihak.
9. Menyusun Timeline Detail dan Mengajukan usulan tepat waktu.
10. Segera mengambil keputusan terhadap permasalahan yang terjadi.
11. Manajemen stakeholder, Melakukan koordinasi dan sinkronisasi dengan seluruh pihak.
12. Fleksibilitas, efektif dan efisien dalam bekerja.
13. Melakukan evaluasi dan membuka ruang diskusi dalam mencari solusi terhadap permasalahan yang terjadi serta mendorong percepatan dan selalu disiplin dalam melakukan eksekusi sesuai target waktu.
14. Membuat dan menyusun perencanaan pekerjaan secara detail, komprehensif dan berkelanjutan.

KAI has established several strategies to support performance, both financially and operationally. The key strategic programs for 2024 include:

1. Revenue Growth
2. Optimizing Operational Performance and Sustainability based on ESG principles
3. Improving Operational Safety
4. Integrated Transformation, Innovation, and Digitalization
5. Commitment and mutual agreement and collaborate to establish cooperation to achieve the best performance.
6. Implement orderly documentation to prepare all administrative processes according to procedures.
7. Focus on the target of achieving timely completion of investment projects.
8. Establish good and intense communication with all parties.
9. Prepare a Detailed Timeline and Submit proposals on time.
10. Immediately make decisions on problems that occur.
11. Stakeholder management, Coordinate and synchronize with all parties.
12. Flexibility, effective and efficient in working.
13. Conduct evaluations and open discussion spaces in finding solutions to problems that occur and encourage acceleration and always be disciplined in executing according to time targets.
14. Create and compile detailed, comprehensive and sustainable work plans.

Kinerja Jasa Angkutan

Transportation Services Performance

Di tahun 2024, Perseroan berhasil mencatatkan total pendapatan sebesar Rp36,11 triliun, berasal dari jasa angkutan, jasa non-angkutan serta konstruksi. Jumlah ini meningkat 2,85% dibandingkan dengan tahun sebelumnya sebesar Rp35,107 triliun dan mampu mencapai 8,88% dari target sebesar Rp33,16 triliun.

Dari seluruh segmen usaha KAI, jasa angkutan merupakan segmen dengan kontribusi terbesar sepanjang tahun 2024. Segmen jasa angkutan ini meliputi angkutan barang dan angkutan penumpang. Segmen jasa angkutan barang berkontribusi sebesar 35,45% terhadap pendapatan dengan realisasi sebesar Rp12,80 triliun. Realisasi ini meningkat

In 2024, the Company achieved total revenue of Rp36.11 trillion from the transportation, non-transportation, and construction services. This amount represents an increase of 2.85% compared to the previous year's revenue of Rp35.107 trillion and reached 8.88% of the target set at Rp33.16 trillion.

Among all of KAI's business segments, transportation services provided the largest contribution in 2024. This segment encompasses both freight and passenger transportation. The freight transportation service segment accounted for 35.45% of total revenue, amounting to Rp12.80 trillion, which reflects an increase of 9.92% from the 2023 figure of Rp11.646 trillion.

9,92% dibandingkan dengan tahun 2023 sebesar Rp11,646 triliun. Sementara jasa angkutan penumpang berkontribusi sebesar 33,01% terhadap pendapatan dengan realisasi Rp11,92 triliun. Realisasi ini meningkat 19,89% dibandingkan dengan tahun sebelumnya sebesar Rp9,942 triliun. Adapun pendapatan dari segmen usaha lain di luar jasa angkutan mencapai total 31,54%.

Informasi kinerja jasa angkutan di tahun 2024 adalah berikut:

Meanwhile, passenger transportation services contributed 33.01% to the total revenue, generating Rp11.92 trillion, which is an increase of 19.89% compared to the previous year's revenue of Rp9.942 trillion. Meanwhile, revenue from other business segments, excluding transportation services, reached a total of 31.54%.

The performance details for transportation services in 2024 are as follows:

Pendapatan KAI Tahun 2023-2024 per Segmen Usaha

(Dalam Ribuan Rupiah, kecuali dinyatakan lain)

Uraian / Description	2024		2023	Rasio (%) / Ratio (%)		
	Realisasi / Realization	Target / Target		Terhadap 2023 / To 2023	Terhadap Target / To Target	Terhadap Total Pendapatan / To Total Income
Angkutan Penumpang / Passenger Transportation	11.918.953.987	10.912.821.647	9.941.825.625	19,9	109,22	33,01
Angkutan Barang / Freight Transportation	12.800.771.997	13.005.745.344	11.646.062.369	9,9	98,42	35,45
Pendukung Angkutan KA / Railway Transport Supporter	1.014.839.810	1.034.617.611	869.775.827	16,7	98,09	2,81
Non-angkutan / Non-transportation	1.900.481.476	2.176.176.316	1.780.153.295	6,8	87,33	5,26
Kompensasi Pemerintah / Government Compensation	8.291.362.639	6.032.857.229	3.526.469.925	135,1	137,44	22,96
Pendapatan Konstruksi / Construction Revenue	181.807.049	0	7.342.248.533	2,48	0,00	0,50
Jumlah Pendapatan / Total Revenue	36.108.216.958	33.162.218.145	35.106.535.574	29,4	108,88	100,00

KAI's Revenue per Business Segment in 2023-2024

(In Thousands of Rupiah, unless otherwise stated)

ANGKUTAN PENUMPANG

Di tahun 2024, KAI melakukan sejumlah inovasi produk layanan seperti Kereta *Panoramic*, Kereta Kompartemen dan modifikasi kursi kereta ekonomi menjadi *New Generation*. KAI berkomitmen untuk terus menghadirkan inovasi yang mendukung kebutuhan pelanggan di era digital, salah satunya dengan menghadirkan *Access by KAI* dan *face recognition boarding gate* untuk mempermudah para pelanggan. Hal ini merupakan bukti nyata bahwa KAI terus berkomitmen memberikan pelayanan terbaik kepada pelanggan baik dari sisi operasional, digitalisasi maupun inovasi keberlanjutan.

Moda transportasi kereta api ringan LRT memiliki lintasan sepanjang 41,2 kilometer yang diharapkan menjadi alternatif transportasi nyaman dan aman bagi masyarakat. Selain layanan prima, sejumlah stasiun LRT juga sudah terintegrasi dengan berbagai moda transportasi lain, antara lain dengan Kereta Rel Listrik (KRL), *Bus Rapid Transit*/Bus Raya Terpadu (BRT), Transjakarta, JakLingko/MikroTrans, hingga KCJB.

PASSENGER TRANSPORTATION

In 2024, KAI implemented several service innovations, including Panoramic Trains, Compartment Trains, and an upgrade of economy class train seats to a New Generation. KAI is committed to continually introducing innovations that meet customer needs in the digital age. This includes initiatives like Access by KAI and the introduction of face recognition boarding gates, designed to enhance customer convenience. These efforts demonstrate KAI's commitment to providing the best service to customers, focusing on operations, digitalization, and sustainable innovation.

The LRT (Light Rail Transit) has a total track length of 41.2 kilometers, offering a comfortable and safe transportation alternative for the community. In addition to excellent service, several LRT stations are integrated with various other transportation modes, including the Electric Rail Train (KRL), Bus Rapid Transit/Integrated Bus Raya (BRT), Transjakarta, JakLingko/MikroTrans, and the KCJB.

Sementara KCJB *Whoosh* yang merupakan kereta cepat pertama di Indonesia dan Asia Tenggara dengan kecepatan 350 kilometer per jam. Keberadaan LRT dan KCJB juga menjadi perwujudan komitmen Pemerintah melakukan modernisasi transportasi massal yang efisien, ramah lingkungan, serta terintegrasi dengan moda transportasi lainnya. Keberadaan LRT Jabodebek dan KCJB *Whoosh* mendapatkan sambutan positif dari masyarakat.

Informasi kinerja jasa angkutan di tahun 2024 adalah berikut:

Meanwhile, the KCJB *Whoosh* is Indonesia's first fast train and the fastest in Southeast Asia, reaching speeds of up to 350 kilometers per hour. The introduction of the LRT and KCJB reflects the government's commitment to modernizing mass transportation to be efficient, environmentally friendly, and integrated with other travel options. Both the LRT Jabodebek and the KCJB *Whoosh* have received positive feedback from the public.

Information about the performance of transportation services in 2024 is as follows:

Kinerja Angkutan KA Penumpang

(Dalam satuan orang)

Passenger Train Transport Performance

(In person)

Uraian / Description	2024		2023	Rasio / Ratio	
	Realisasi / Realization	Target / Target		Terhadap 2023 / To 2023	Terhadap Target / To Target
KA Utama / Main Train					
Kelas Eksekutif / Executive Class	18.923.496	18.713.274	16.427.175	15,23	101,1
Kelas Bisnis / Business Class	1.804.265	1.719.635	1.642.947	9,8	104,9
Kelas Ekonomi / Economy Class	30.524.135	28.286.026	27.233.710	12,1	107,9
Sub Total	51.251.896	48.718.935	45.303.832	13,1	105,2
KA Lokal Ekonomi / Economy Local Train	402.091.293	391.400.591	343.472.771	17,1	102,7
Jumlah / Total	453.343.189	440.119.525	388.776.604	16,6	103,0

Pada tahun 2024, KAI mencatatkan volume penumpang KA utama sebesar 453.343.189 orang. Jumlah ini meningkat 16,6% dari tahun sebelumnya sebesar 388.776.604 orang dan mampu mencapai 103,0% dari target. Peningkatan penumpang KA utama didorong oleh penumpang KA utama kelas eksekutif yang mencatatkan peningkatan 15,23% dari 16.427.175 orang pada tahun 2023 menjadi 18.923.496 orang pada tahun 2024. Peningkatan ini disebabkan oleh animo masyarakat dan wisatawan asing menggunakan moda jasa angkutan kereta api meningkat sehingga dapat dilakukan optimalisasi rangkaian, optimalisasi frekuensi KA, optimalisasi tarif, dan penyesuaian alokasi *subclass* tempat duduk pada saat *peak season* (angkutan Lebaran, libur sekolah, angkutan Nataru), beberapa KA tambahan pada relasi-relasi potensial dapat dijalankan dan penambahan KA Luxury di beberapa KA. Selain itu dilakukan *rerouting* KA Argo Parahyangan menjadi 3 KA Baru yaitu KA Malabar 2, KA Pangandaran dan KA Papandayan, perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Senen per 25 Juli 2024 sebagai upaya untuk peningkatan volume dan pendapatan di rute-rute yang potensial.

In 2024, KAI recorded a main train passenger volume of 453,343,189 people. This figure increased by 103.0% from the previous year's total of 388,776,604 passengers, achieving 103.0% of the target. The growth in main train passengers was mainly driven by the executive class, which reported an increase of 15.23%, rising from 16,427,175 passengers in 2023 to 18,823,496 in 2024. This increase was attributed to This increase is due to the increasing enthusiasm of the public and foreign tourists to use the railway transportation mode so that optimization of the series, optimization of train frequency, optimization of fares, and adjustment of subclass allocation of seats during the peak season (Lebaran transportation, school holidays, Nataru transportation) can be carried out, several additional trains on potential relations can be run and the addition of Luxury trains on several trains. In addition, the Argo Parahyangan train was rerouted into 3 new trains, namely the Malabar 2 train, the Pangandaran train and the Papandayan train, the extension of the Blambangan Ekspres train relationship to Pasar Senen station as of July 25, 2024 as an effort to increase volume and income on potential routes.

Peningkatan volume penumpang juga terjadi pada KA utama kelas bisnis. Di tahun 2024, penumpang KA utama kelas bisnis tercatat sebesar 1.804.265 orang, meningkat 9,8% dibandingkan capaian tahun 2023 sebesar 1.642.947 orang.

KA utama kelas ekonomi turut mencatatkan kinerja baiknya. KA utama kelas ekonomi melayani 30.524.135 orang, meningkat 12,1% dibandingkan dengan tahun sebelumnya sebesar 27.233.710 orang. Volume penumpang KA lokal ekonomi juga mencatatkan peningkatan 17,1%, dari 343.472.771 orang pada tahun 2023 menjadi 402.091.293 orang pada tahun 2024.

Pangsa Pasar Angkutan Penumpang

KAI mengidentifikasi pangsa pasar angkutan penumpang dapat dilihat berdasarkan segmentasi pasar dan metode pembelian tiket. Target pasar pengguna jasa kereta api terbagi ke dalam 2 (dua) kategori, yaitu pelanggan yang melakukan pembelian tiket melalui aplikasi (*online*) dan pelanggan yang melakukan pembelian tiket secara langsung pada loket yang ada di stasiun (*offline*). Seiring dengan digitalisasi yang terus berkembang dan perubahan gaya hidup Masyarakat, pembelian tiket secara *online* mengalami peningkatan. Masyarakat cenderung melakukan pembelian tiket secara *online* dengan berbagai variasi aplikasi yang beragam. Mendukung hal tersebut, KAI melakukan berbagai strategi untuk memberikan kemudahan bagi pelanggan yang ingin melakukan pembelian tiket.

Informasi terkait pangsa pasar KA penumpang berdasarkan jumlah penumpang dapat dilihat pada tabel berikut.

Uraian / Description	Keterangan / Detail	Jan - Des 2024 / Jan - Dec 2024	Jan-Des 2023 / Jan - Dec 2023	Pertumbuhan (%) / Growth (%)
Jumlah Penumpang (ribu orang) / Number of Passengers (thousand people)	Wilayah Jawa dan Sumatera / Java and Sumatra Region	440.119	382.089	15,2
	KAI	453.343	388.777	16,6
	Pangsa Pasar (%) / Market Share (%)	103,0	101,8	1,2

Langkah Strategis KAI Pada Jasa Angkutan Penumpang

Dalam upaya meningkatkan daya saing dan memperkuat posisi di pasar, berikut adalah langkah strategis yang dilakukan oleh KAI sepanjang tahun 2024:

- Strategi tarif pada masa angkutan Lebaran, Libur Idul Adha, liburan sekolah, angkutan Natal 2024 dan Tahun Baru 2025, serta pada masa peak season lainnya.
- Penyesuaian alokasi *subclass* TD.

Business class main train passengers also saw a rise in numbers. In 2024, there were 1,804,265 business class main train passengers, marking an increase of 9.8% compared to that of 2023 at 1,642,947 passengers.

Economy class main trains also performed well, serving 30,524,135 passengers in 2024, an increase of 12.1% from the previous year's total of 27,233,710 passengers. Furthermore, the volume of local economy train passengers recorded an increase of 17.1%, rising from 343,472,771 passengers in 2023 to 402,091,293 in 2024.

Passenger Transportation Market Share

KAI analyzed the passenger transportation market share based on market segmentation and ticket purchasing methods. The target market for train service users is divided into 2 (two) categories: customers who purchase tickets through applications (*online*) and customers who buy tickets directly at the station counter (*offline*). With the ongoing development of digitalization and changing lifestyles, online ticket purchases have seen growth. People increasingly prefer to buy tickets online through various applications. To facilitate this trend, KAI has implemented several strategies to enhance the convenience of ticket purchases for its customers.

Information related to the passenger train market share, outlined by the number of passengers, can be found in the accompanying table.

KAI's Strategic Initiatives in Passenger Transportation Services

In an effort to increase competitiveness and strengthen its position in the market, the following are strategic initiatives taken by KAI throughout 2024:

- Tariff strategy during the Lebaran transportation period, Eid al-Adha holidays, school holidays, Christmas transportation in 2024 and New Year 2025, and during other peak seasons.
- Adjustment of TD subclass allocation.

c. Optimalisasi stamformasi dan frekuensi KA pada <i>peak season</i>. d. Perjalanan KA tambahan pada saat <i>peak season</i> menyesuaikan dengan <i>demand</i>. e. Kegiatan promosi yang sudah dilakukan: 1) Pesta akhir tahun bersama KAI, event KAI Gebyar undian akhir tahun untuk meningkatkan transaksi penjualan tiket pada Masa Angkutan Natal 2023 dan Tahun Baru 2024; 2) Event Senja Pertama tahun 2024 bersama Kuntoaji di Stasiun Yogyakarta; 3) Promo Tarif KA Baru (KA Pangandaran, KA Papandayan dan KA Malabar 2); 4) <i>Join promotion</i> Kidzania; 5) Sponsorship Bagi Enduro 100K; 6) Ngopi bareng KAI; 7) <i>Sponsorship</i> golf tournament HA SB-IPB024; 8) Promo Ramadhan festive & umroh by KAI; 9) Radio ads Klik FM; 10) Promo "Mudik Belakangan Ekstra Hemat"; 11) <i>Giveaway hampers</i> lebaran bekerjasama dengan Buttonsscarves; 12) Kegiatan Travel with the Stars; 13) Promo A-Meizing Surabaya (diskon 20% dalam rangka HUT Surabaya ke 713); 14) KAI Goes to Campus UI dengan tema "Transformasi KAI: menjadi Moda Transportasi Masa Depan"; 15) Promo Tau Tau Festival; 16) Kegiatan <i>Travelling By Train</i> "Sisi Lain Pangandaran"; 17) Promo <i>Cashback</i> 25% tiket liburan di Access by KAI bekerja sama dengan mitra <i>payment gateway</i>; 18) Jakarta Fair Kemayoran (diskon sampai dengan 15%); 19) Promo Diskon event "Gebyar Wisata Nusantara Expo" di JCC"; 20) Promo/diskon tarif sampai dengan 10% untuk pembelian tiket kereta api pada event Prambanan Jazz 10; 21) Promo Juleha (Juli lebih hemat), diskon sebesar 20% untuk keberangkatan 15-31 Juli 2024; 22) Promo panjat pinang (<i>flash sale</i> dan pinang promo) untuk keberangkatan 17-31 Agustus 2024; 23) Undian 30 tiket gratis konser Sheila on 7 untuk pengguna KA Argo Parahyangan terbanyak; 24) Undian Umroh bareng KAI tahap ke-3; 25) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event <i>Hub Space</i>; 26) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event LPS Travel Fair 2024;	c. Optimization of train formation and frequency during peak season. d. Additional train trips during peak season according to demand. e. Promotional activities that have been carried out: 1) End of year party with KAI, KAI Gebyar end of year lottery event to increase ticket sales transactions during the Christmas Transportation Period in 2023 and New Year 2024; 2) First Sunset Event in 2024 with Kuntoaji at Yogyakarta Station; 3) New Train Tariff Promo (Pangandaran Train, Papandayan Train and Malabar 2 Train); 4) Join Kidzania promotion; 5) Sponsorship for Enduro 100K; 6) Have coffee with KAI; 7) Sponsorship golf tournament HA SB-IPB024; 8) Ramadhan festive & umroh promo by KAI; 9) Radio ads Klik FM; 10) Promo "Mudik Lataran Ekstra Hemat"; 11) Giveaway hampers lebaran in collaboration with Buttonsscarves; 12) Travel with the Stars activity; 13) A-Meizing Surabaya promo (20% discount in the framework of Surabaya's 713th anniversary); 14) KAI Goes to Campus UI with the theme "KAI Transformation: Becoming the Future Mode of Transportation"; 15) Tau Tau Festival promo; 16) Travelling By Train activity "The Other Side of Pangandaran"; 17) 25% cashback promo for holiday tickets at Access by KAI in collaboration with payment gateway partners; 18) Jakarta Fair Kemayoran (discount up to 15%); 19) Discount Promo for the "Gebyar Wisata Nusantara Expo" event at JCC"; 20) Promo/fare discount of up to 10% for purchasing train tickets at the Prambanan Jazz 10 event; 21) Juleha Promo (more economical July), a 20% discount for departures from 15-31 July 2024; 22) Panjat Pinang promo (flash sale and pinang promo) for departures from 17-31 August 2024; 23) Draw of 30 free tickets for the Sheila on 7 concert for the most Argo Parahyangan train users; 24) Umrah draw with KAI stage 3; 25) 20% ticket discount specifically for purchases at the KAI booth at the Hub Space event; 26) 20% ticket discount specifically for purchases at the KAI booth at the LPS Travel Fair 2024 event;

27) Promo KAI Birthday Bash; 28) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event Kompas Travel Fair; 29) Event KAI Railway cyclist festival di Bandung pada tanggal 19 Oktober 2024; 30) Event KAI Expo 2024 dengan pemberian diskon s.d 70% untuk kelas luxury, eksekutif, bisnis dan ekonomi yang diselenggarakan di Kota Jakarta dan Surabaya; 31) <i>Traveling by Train</i> relasi Gambir-Solobalapan; 32) Diskon Nyoblos sebesar 10% periode 15 s.d 25 November 2024 untuk keberangkatan tanggal 26 s.d 28 November 2024; 33) Promo APT 12.12 (Amazing promo tiket) sebesar 20% untuk keberangkatan selama masa angkutan Natal 2024 dan Tahun Baru 2025; 34) Diskon promo "Year End Sale" s.d 30% untuk keberangkatan tanggal 29 Desember 2024-5 Januari 2025; 35) Promo tarif untuk beberapa relasi KA keberangkatan Daop 8 selama masa angkutan Natal 2024 dan Tahun Baru 2024; 36) <i>Double point reward</i> "Twice the point, twice the joy" pada masa angkutan Natal 2024 dan Tahun Baru 2025; 37) Promo diskon 50% untuk KA direct train relasi Gambir – Semarang Tawang dan 25% untuk relasi Gambir – Yogyakarta.	27) KAI Birthday Bash Promo; 28) Ticket discount of 20% specifically for purchases at the KAI booth at the Kompas Travel Fair event; 29) KAI Railway Cyclist Festival event in Bandung on October 19, 2024; 30) KAI Expo 2024 event with a 70% discount on the Luxury, Executive, Business and Economic class held in the cities of Jakarta and Surabaya; 31) <i>Traveling by Train</i> Gambir-Solobalapan Relations; 32) Discount Nyoblos of 10% Period 15 to 25 November 2024 For departure on 26 to 28 November 2024; 33) APT Promo 12.12 (Amazing Ticket Promo) of 20% for departure during the Christmas transportation period 2024 and New Year 2025; 34) Promo discount "Year End Sale" to 30% for departure on December 29, 2024-5 January 2025; 35) Promo tariff for several Daop 8 departure train relations during the 2024 Christmas and 2024 New Year transportation period; 36) <i>Double point reward</i> "Twice the point, twice the joy" during the 2024 Christmas and 2025 New Year transportation period; 37) 50% discount promo for direct trains on the Gambir – Semarang Tawang route and 25% for the Gambir – Yogyakarta route.
f. <i>Reclass, rerouting</i> dan perjalanan kereta KA tambahan dengan melakukan penambahan atau menjalankan sebagian KA yang okupansinya tinggi baik KA Reguler, KA fakultatif, KA tambahan dan penambahan rangkaian pada bulan Januari sampai dengan Desember 2024 menyesuaikan dengan demand.	f. <i>Reclass, rerouting</i> and additional train trips by adding or running some trains with high occupancy, both Regular Trains, Optional Trains, Additional Trains and Additional Series in January to December 2024 to adjust to demand.
g. <i>Rerouting</i> 14 KA Argo Parahyangan menjadi KA baru untuk rute-rute potensial menjadi KA baru mulai 24 Januari 2024 antara lain: 1) KA Papandayan relasi Garut-Gambir PP; 2) KA Malabar 2 relasi Malang-Bandung PP; 3) KA Pangandaran relasi Banjar-Gambir PP.	g. <i>Rerouting</i> 14 Argo Parahyangan Trains into new trains for potential routes into new trains starting January 24, 2024, including: 1) Papandayan Train Garut-Gambir PP route; 2) Malabar 2 Train Malang-Bandung PP route; 3) Pangandaran Banjar-Gambir PP relation.
h. Perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Senen per 25 Juli 2024	h. Extension of Blambangan Ekspres train relation to Pasar Senen station as of July 25, 2024
i. Perpanjangan relasi KA Bandara BIAS semula relasi Klaten – Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo – Madiun per 10 Desember 2024	i. Extension of BIAS Airport Train relation, originally Klaten – Adi Soemarmo Airport Station relation to Adi Soemarmo Airport Station – Madiun as of December 10, 2024
j. Melakukan Investasi di bidang Sarana dan Prasarana: 1) Pengadaan 612 Unit Kereta SS New Generation dan Luxury Gen 3;	j. Making Investment in Facilities and Infrastructure: 1) Procurement of 612 SS New Generation and Luxury Gen 3 Train Units;

- 2) Modifikasi Kereta K3 DJKA menjadi kereta K3 New Generation dengan pekerjaan mengganti Kursi K3 New Generation, perbaikan Interior dan Toilet Kereta di Balai Yasa Manggarai;
- 3) Pengadaan 10 Car Kereta K1 Sleeper 26 Seat untuk KA Argo Lawu, KA Argo Dwipangga, KA Taksaka, dan 1 Car Cadangan Perawatan; dan
- 4) Pengadaan Face Recognition Boarding Gate.

- 2) Modification of DJKA K3 Train to K3 New Generation train with work to replace K3 New Generation Seats, repair of Train Interior and Toilet at Balai Yasa Manggarai;
- 3) Procurement of 10 K1 Sleeper Train Cars 26 Seats for Argo Lawu Train, Argo Dwipangga Train, Taksaka Train, and 1 Reserve Maintenance Car; and
- 4) Procurement of Face Recognition Boarding Gate.

Implementasi langkah strategis KAI selama tahun 2024 turut mendukung meningkatnya pendapatan segmen usaha jasa angkutan penumpang seperti terlihat pada tabel berikut ini:

The implementation of KAI's strategic initiatives in 2024 also supported the increase in revenue for the passenger transportation service business segment as seen in the following table:

Pendapatan Jasa Angkutan Penumpang

(Dalam ribuan rupiah)

Passenger Transportation Services Revenue

(In thousands of Rupiah)

Uraian / Description	2024		2023	Rasio / Ratio	
	Realisasi / Realization	Target		Terhadap 2023 / To 2023	Terhadap Target / To Target
Angkutan Penumpang KA Utama / Main Train Passenger Transportation					
Kelas Eksekutif / Executive Class	5.194.284.196	4.883.069.491	4.505.495.626	15,3	6,4
Kelas Bisnis / Business Class	336.957.579	324.119.852	293.899.485	14,7	4,0
Kelas Ekonomi / Economy Class	4.325.671.208	3.658.953.701	3.506.175.836	23,4	18,2
Jumlah / Total	9.856.912.983	8.866.143.044	8.305.570.948	18,7	11,2
KA Lokal Ekonomi / Economy Local Train	2.062.041.004	2.064.678.603	1.636.254.678	26,0	1,0
Jumlah / Total	11.918.953.987	10.912.821.647	9.941.825.625	19,9	9,2

Segmen jasa angkutan penumpang berhasil merealisasikan pendapatan sebesar Rp 11,91 triliun pada tahun 2024. Realisasi ini meningkat 19,9% atau mampu mencapai 109,2% dari target. Secara keseluruhan, capaian ini didorong oleh pendapatan KA utama kelas eksekutif sebesar Rp 5,19 triliun, naik 15,3% dari tahun sebelumnya sebesar Rp4,51 triliun. KA utama kelas eksekutif dengan pendapatan tertinggi diantaranya KA Taksaka, KA Sembrani, KA Argo Bromo Anggrek, KA Argo Semeru, dan KA Bima.

In 2024, the passenger transportation service segment generated revenue of Rp11.91 trillion, an increase of 19.9% or 109.2% of the target. Overall, the growth was primarily driven by the revenue from the executive class main train, which reached Rp5.19 trillion, reflecting an increase of 15.3% compared to that of the previous year at 4.51 trillion. The executive class main train with the highest revenue is the KA Taksaka, KA Sembrani, KA Argo Bromo Anggrek, KA Argo Semeru, and KA Bima.

ANGKUTAN BARANG

Segmen angkutan barang pada umumnya berfokus pada angkutan batu bara yang merepresentasikan lebih dari 75% porsi pendapatan angkutan barang pada KAI selama periode 2018-2022. Selain batu bara, KAI juga mengangkut beberapa komoditas lain seperti peti kemas, semen, dan bahan bakar minyak mentah (BBM) atau minyak sawit mentah (CPO).

FREIGHT TRANSPORTATION

The freight transportation segment mainly focuses on coal, which accounts for over 75% of KAI's freight revenue from 2018 to 2022. In addition to coal, KAI also transports various other commodities, including containers, cement, crude oil (BBM), and crude palm oil (CPO).

Di sepanjang tahun 2024, sektor angkutan barang berhasil mencatatkan kinerja positif. Volume barang tercatat sebesar 69,2 ton barang, naik 8,65% dibandingkan dengan volume tahun 2023 sebesar 63.694.966 ton barang dan berhasil mencapai 1,29% dari target yang telah ditentukan.

Peningkatan volume barang didorong oleh realisasi batu bara yang mencapai 55.645.263 ton, disusul oleh peti kemas sebesar 5.821.791 ton, semen sebesar 3.489.261 ton, BBM sebesar 2.667.441 ton, barang lainnya sebesar 1.353.049 ton dan *General Cargo* dan BHP sebesar 224.865 ton.

KAI memberikan layanan dengan fasilitas yang memberikan nilai tambah bagi pelanggan, seperti pelayanan yang tepat waktu, layanan *first mile* dan *last mile* yang *cost-competitive*, serta kapasitas angkut yang besar dan bahkan disertai dengan layanan *pick up*. Pelayanan yang masih terkonsentrasi di Jawa dan Sumatra membuka peluang yang sangat besar bagi KAI untuk melakukan ekspansi bisnis ke luar Jawa dan Sumatra.

Potensi pasar batu bara, serta potensi pengembangan kapasitas bongkar muat, seperti pengembangan Terminal Kramasan, menawarkan peluang untuk meningkatkan kapabilitas operasional dan memperluas jaringan. Selain itu, munculnya teknologi ramah lingkungan juga menjadi kesempatan bagi KAI untuk menggaet pangsa pasar yang lebih besar mengingat kereta api cenderung lebih ramah lingkungan jika dibandingkan dengan moda transportasi darat lainnya

In 2024, the freight transportation sector demonstrated positive performance, with a recorded volume of 69,201,670 tons of goods. This reflects an increase of 8.6% compared to the previous year's volume of 63,694,966 tons and achieved 1.3% of the set target.

The increase in goods volume was attributed to coal transportation reaching 55,645,263 tons, followed by containers at 5,821,791 tons, cement at 3,489,261 tons, fuel at 2,667,441 tons, plantations at 693,412 tons, other goods at 635,457 tons, General Cargo and BHP at 224,865 tons, and fertilizers of 24,180 tons.

KAI provides services by offering value-added features, such as timely delivery, cost-effective first mile and last mile services, large transport capacity, and pickup services. Services concentrated in Java and Sumatra present significant opportunities for KAI to expand its operations beyond Java and Sumatra.

The coal market's potential, along with the opportunities for developing loading and unloading capacity, such as the development of the Kramasan Terminal, will present opportunities to improve operational capabilities and facilitate network expansion. Additionally, the introduction of environmentally friendly technology offers KAI a chance to capture a larger market share, especially since trains are generally more environmentally friendly compared to other land transportation modes.

Kinerja Angkutan KA Barang

(Dalam satuan ton)

Uraian / Description	2024		2023	Rasio / Ratio	
	Realisasi / Realization	Target		Terhadap 2023 / To 2023	Terhadap Target / To Target
Batu Bara / Coal	11.335.116.542	11.630.887.626	10.190.706.710	11,2	97,5
Peti Kemas / Container	475.928.231	438.343.382	414.804.866	14,7	108,6
BBM / Fuel	387.122.082	372.815.171	385.496.853	0,4	103,8
Semen / Cement	215.410.264	220.837.091	272.245.319	(20,9)	97,5
<i>General Cargo</i> dan Barang Hantaran Potongan (BHP) / <i>General Cargo</i> and Delivery Freight Unit (BHP)	223.833.310	193.478.701	230.744.572	(3,0)	115,7
Lainnya / Others	163.361.568	149.383.373	152.064.050	7,4	109,4
Jumlah / Total	12.800.771.997	13.005.745.344	11.646.062.370	9,9	98,4

Freight Transportation Performance

(In tons)

Pangsa Pasar Angkutan Barang

Melayani jasa angkut barang, KAI memiliki pangsa pasar yang terdiri dari beberapa Perusahaan di antaranya :

- Perusahaan produsen seperti semen, BBM dan batu bara;
- Perusahaan perkebunan seperti CPO dan latex;
- Perusahaan logistik seperti peti kemas dan limbah Bahan Berbahaya Beracun (B3).

Perusahaan tersebut memilih menggunakan kereta api dibandingkan dengan moda transportasi lainnya karena kereta api memiliki daya angkut yang besar serta tingkat ketepatan waktu pengiriman barang. Pada lingkup nasional, jalur kereta api KAI tersedia di Pulau Jawa dan Sumatera.

Informasi terkait pangsa pasar KA Barang berdasarkan jumlah barang dapat dilihat pada tabel berikut.

Uraian / Description	Keterangan / Description	Jan-Des 2024 / Jan - Dec 2024	Jan-Des 2023 / Jan - Dec 2023	Pertumbuhan (%) / Growth (%)
Jumlah Barang (ribu ton)* / Quantity of Freight (thousand tons)*	Wilayah Jawa / Java Regions	9.117.774	8.646.199	5,5%
	Wilayah Sumatera / Sumatra Regions	60.083.896	55.048.767	9,1%
	KAI	69.201.670	63.694.966	8,6%
	Pangsa Pasar Jawa (%) / Java Market Share (%)	13,2%	13,6%	0,9%
	Pangsa Pasar Sumatera (%) / Sumatra Market Share (%)	86,8%	86,4%	1,0%

*) Terdiri atas muatan barang pada kereta api dan angkutan laut. / Consists of cargo on trains and sea transportation.

Keterangan: Data publik yang tersedia / Description: From the available public data

Pada segmen usaha jasa angkutan barang, KAI berupaya memperluas angkutan ekspor-impor *multicommodity*, membangun terminal bongkar muat *multi user* di Kramasan, melanjutkan pengembangan *container yard* Batubara Merapi 2, hingga mengoptimalkan dan memperluas bisnis kurir termasuk pengiriman keluar Pulau Jawa dan Sumatera.

KAI telah menentukan sejumlah langkah strategis untuk meningkatkan produktivitas jasa angkutan barang. Dengan demikian KAI dapat menjaga stabilitas usaha sehingga dapat bertahan dan berkembang di tengah berbagai ancaman.

Langkah Strategis Pada Jasa Angkutan Barang

Dalam upaya meningkatkan daya saing dan memperkuat posisi di pasar, berikut adalah langkah strategis yang dilakukan oleh KAI sepanjang tahun 2024:

1. Kenaikan Tarif Batubara sebesar 4% dan Non Batubara sebesar 2-5%;

Freight Transportation Market Share

KAI provides freight transportation services and holds a market share that includes several types of companies, such as:

- Manufacturing companies such as cement, fuel, and coal;
- Plantation companies such as CPO and latex;
- Logistics companies such as container transport and hazardous waste (B3)

These companies prefer using trains over other modes of transportation due to trains' large carrying capacity and high punctuality in delivering goods. At the national level, KAI operates railway lines on the islands of Java and Sumatra.

Information on the market share of freight trains based on the volume of goods transported is available in the following table:

In the freight transportation service sector, KAI strives to expand its multicommodity export-import transportation. construct a multi-user loading and unloading terminal in Kramasan, continue the development of the Batubara Merapi 2 container yard, and optimize the courier business, which includes shipping services outside of Java and Sumatera.

KAI has outlined several strategic measures to enhance the productivity of its freight transportation services. Therefore, KAI aims to maintain business stability, ensuring that it can thrive and grow despite various challenges.

Strategic Initiatives in Freight Transportation Services

To increase competitiveness and strengthen its market position, KAI implemented the following strategic initiatives throughout 2024:

1. Increase in Coal Tariff by 4% and Non-Coal by 2-5%;

2. Optimalisasi KA Batubara Sumsel dengan pemindahan Sarana ex KA merugi dari Jawa ke Sumatera Selatan, penambahan SF KA Batubara, modifikasi trainset/gerbong KKBW, dan efektivitas waktu tunggu terminal (WTT);
3. Investasi Sarana 54 Lokomotif CC205, 1.125 GD 54 Ton dan 966 GB 50 Ton;
4. Pengoperasian jalur 11 CY FMS dan jalur 12 CY WBS di Stasiun Simpang;
5. Pembangunan CY MIP di Stasiun Merapi dan TULS Kramasan oleh PT KAI LOGISTIK;
6. Menjalankan uji coba program angkutan *National Logistics Ecosystem* (NLE); dan
7. Menjalankan program Sinergi Produk General Cargo (GenCo) oleh KAI Group, ASDP Group dan DAMRI.

Sejumlah langkah strategis yang dijalankan KAI untuk meningkatkan kinerja jasa angkutan barang turut mendorong pendapatan pada segmen ini mencapai 98,7% target. Informasi pendapatan jasa angkutan barang adalah sebagai berikut:

Pendapatan Jasa Angkutan Barang

(Dalam Ribuan rupiah)

Uraian / Description	2024		2023	Rasio / Ratio	
	Realisasi / Realization	Target		Terhadap 2023 / To 2023	Terhadap Target / To Target
Batu Bara / Coal	11.335.116.542	11.630.887.626	10.190.706.710	11,2	97,5
Peti Kemas / Container	475.928.231	438.343.382	414.804.866	14,7	108,6
BBM / Fuel	387.122.082	372.815.171	385.496.853	0,4	103,8
Semen / Cement	215.410.264	220.837.091	272.245.319	(20,9)	97,5
Perkebunan / Perkebunan	139.072	145.212	130.536	106,5	95,8
General Cargo dan Barang Hantaran Potongan (BHP) / General Cargo and Delivery Freight Unit (BHP)	223.833.310	193.478.701	230.744.572	(3,0)	115,7
Pupuk / Pupuk	2.795	3.496	2.270	123,1	79,9
Lainnya / Others	163.361.568	149.383.373	152.064.050	7,4	109,4
Jumlah / Total	12.800.771.997	13.005.745.344	11.646.062.370	9,9	98,4

Batu Bara

Volume batu bara yang diangkut pada tahun di tahun 2024 sebesar 55,6 juta ton atau mencapai 100,2% dari target sebesar 55,5 juta ton. Pendapatan batu bara tercatat sebesar Rp11,3 triliun, meningkat dari tahun sebelumnya sebesar 11,2%. Terdapat beberapa kendala yang dihadapi KAI pada segmen in, di antaranya:

2. Optimization of South Sumatra Coal Train by moving ex-loss-making Train Facilities from Java to South Sumatra, adding Coal Train SF, modifying KKBW trainset/carriages, and effectiveness of terminal waiting time (WTT);
3. Investment in Facilities of 54 CC205 Locomotives, 1,125 GD 54 Tons and 966 GB 50 Tons;
4. Operation of 11 CY FMS line and 12 CY WBS line at Simpang Station;
5. Construction of CY MIP at Merapi Station and TULS Kramasan by PT KAI LOGISTIK;
6. Running a trial of the National Logistics Ecosystem (NLE) transportation program; and
7. Running the General Cargo Product Synergy (GenCo) program by KAI Group, ASDP Group and DAMRI.

These strategic steps taken by KAI to improve the performance of freight services have also driven revenue in this segment to reach 98.7% target. Information on freight service revenue is as follows:

Freight Transportation Services Revenue

(In Thousand of Rupiah)

Coal

In 2024, the volume of coal transported reached 55.6 million tons, accounting for 100.2% of the target of 55.5 million tons. Revenue from coal amounted to Rp11.3 trillion, marking an increase of 11.2% from the previous year. KAI encountered several challenges in this segment, including:

Justifikasi :

1. Rawatan terencana dan gangguan *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) dan *Apron Feeder* (AF);
2. Dampak Kecelakaan Kereta Api (KKA) dan Non Kecelakaan Kereta Api (NKKA);
3. Dampak *Window Time* (WT);
4. Terdapat mitra yang tidak berjalan maksimal (PT Bima Putra Abadi Citranusa, PT Bukit Bara Alam, PT Bara Manunggal Sakti, PT Golden Great Borneo) dampak penurunan harga batubara dunia.
5. Pembatasan *hauling* pada saat Lebaran, Natal dan tahun baru selama 24 hari.

Upaya :

1. Minimalisir kendala alat produksi *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) dan *Apron Feeder* (AF).
2. Efektivitas waktu perjalanan kereta api (WPKA) semula 1,92 menjadi 1,82 untuk KA Baratarahan dan efektifitas WPKA semula 0,87 menjadi 0,71 untuk KA Barapati.
3. Optimasi penambahan SF 61 KA Baratarahan.
4. Modif gerbong KKBW 45 Ton sebagai pengganti trainset (TS) Rumania.
5. Penambahan stamformasi (SF) semula 30 GB menjadi 32 GB KA Barapati.
6. Optimasi TS Idle Mitra Swasta.
7. Optimalisasi 2 TS GD 42 dari Jawa pada KA Baraswasta.
8. Pengoperasian *Double Track* ME-MLI.
9. Uji coba Angkutan Batubara Swasta PT Kereta Api Logistik relasi Muaralawai – Simpang tmt 20 Desember 2024 dengan SF 61.

Peti Kemas

Hingga 31 Desember 2024, realisasi pendapatan peti kemas mencapai Rp475,9 miliar atau 108,6% dari target sebesar Rp438,3 miliar. Volume tercapai 5,8 juta ton atau 109,5 % dari target sebesar 5,3 juta ton. Realisasi pendapatan dan volume peti kemas mencapai anggaran dikarenakan:

1. Penambahan Hari Operasi pada beberapa mitra antara lain PT KALOG dan PT BWI.
2. Optimasi potensi market dengan mengakomodir Angkutan Balen Limbah B3.
3. Peningkatan volume Petikemas PT SMNT dan PT PIL di Divre I.
4. Penambahan SF KA Kalmas semula 20 GD menjadi 30 GD.

Justification:

1. Planned maintenance and disruption of *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) and *Apron Feeder* (AF);
2. Impact of Train Accidents (KKA) and Non-Train Accidents (NKKA);
3. Impact of *Window Time* (WT);
4. There are partners that are not running optimally (PT Bima Putra Abadi Citranusa, PT Bukit Bara Alam, PT Bara Manunggal Sakti, PT Golden Great Borneo) due to the decline in world coal prices.
5. *Hauling* restrictions during Eid, Christmas and New Year for 24 days.

Efforts:

1. Minimizing the constraints of *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) and *Apron Feeder* (AF) production tools.
2. Effectiveness of train travel time (WPKA) originally 1.92 to 1.82 for KA Baratarahan and effectiveness of WPKA originally 0.87 to 0.71 for KA Barapati.
3. Optimization of the addition of SF 61 KA Baratarahan.
4. Modification of KKBW 45 Ton carriages as a replacement for the Rumanian trainset (TS).
5. Addition of stamformation (SF) originally 30 GB to 32 GB KA Barapati.
6. Optimization of TS Idle Private Partners.
7. Optimization of 2 TS GD 42 from Java on KA Baraswasta.
8. Operation of *Double Track* ME-MLI.
9. Trial of Private Coal Transportation of PT Kereta Api Logistik on the Muaralawai – Simpang route on December 20, 2024 with SF 61.

Containers

As of December 31, 2024, the realized container revenue totaled Rp475.9 billion, which is 108.6% of the budgeted amount of Rp438.3 billion. The volume achieved was 5.8 million tons, representing 109.5% of the target of 5.3 million tons. The realization of revenue and container volume met/did not meet the budget for the following reasons:

1. Additional Operating Days for several partners including PT KALOG and PT BWI.
2. Optimization of market potential by accommodating B3 Waste Balen Transportation.
3. Increase in the volume of PT SMNT and PT PIL Containers in Divre I.
4. Addition of SF KA Kalmas from 20 GD to 30 GD.

BBM

Realisasi pendapatan sebesar Rp387,1 miliar atau 103,8% dari target sebesar Rp372,8 miliar dan volume tercapai 2,6 juta ton atau 102,9% dari target sebesar 2,5 juta ton. Capaian volume dan pendapatan ini disebabkan oleh meningkatnya angkutan bahan bakar minyak (BBM) dari PT Pertamina khususnya pada masa Peak Season (masa liburan Natal, Tahun Baru, Idul Fitri, Idul Adha dan masa liburan sekolah/hari besar keagamaan).

Semen

Hingga 31 Desember 2024, realisasi pendapatan semen mencapai 97,5% dari target sebesar Rp220,8 miliar. Volume tercapai 3,4 juta ton atau 91,9 % dari target sebesar 3,7 juta ton.

Justifikasi :

1. Angkutan Semen PT ITP relasi Nambo – Kalimas stop beroperasi bulan Februari 2024 dan Arjawinangun – Semarang Poncol stop operasi bulan Maret 2024 (armada kirim Sumsel).
2. Penurunan volume KA Semen Padang dampak kebijakan Holding Semen Indonesia membatasi area penjualan.

Upaya:

1. Koordinasi antara KAI, KALOG dan PT ITP terkait isu-isu dan peningkatan PO Angkutan Semen dari Stasiun Arjawinangun dan Nambo.
2. Melakukan negosiasi dengan PT Semen Padang untuk meningkatkan volume angkutan dari 75.000 gerbong menjadi 79.000 gerbong dan meminimalisir gangguan alat produksi.

Perkebunan

Realisasi pendapatan perkebunan sebesar Rp139 miliar atau 95,8% dari target sebesar Rp145 miliar dan volume tercapai 693 ribu ton atau 85,1% dari target sebesar 815 ribu ton. Ketidakcapaian volume dan pendapatan ini disebabkan oleh:

- **Justifikasi:**
Angkutan CPO PTPN III belum maksimal dikarenakan market CPO lebih banyak yang menggunakan Truk (tidak ada jalur KA).
- **Upaya:**
Melakukan negosiasi dengan PTPN untuk penerapan target minimum dan mengoptimalkan DO sesuai dengan program angkutan.

Fuel

The realization of revenue of Rp387.1 billion or 103.8% of the target of Rp372.8 billion and the volume achieved 2.6 million tons or 102.9% of the target of 2.5 million tons. The achievement of volume and revenue was due to the increase in fuel transportation from PT Pertamina, especially during the Peak Season (Christmas, New Year, Eid al-Fitr, Eid al-Adha holidays and school holidays/religious holidays).

Cement

Until December 31, 2024, cement revenue realization reached 97.5% of the target of Rp220.8 billion. Volume reached 3.4 million tons or 91.9% of the target of 3.7 million tons.

Justification:

1. PT ITP Cement Transportation on the Nambo – Kalimas route will stop operating in February 2024 and Arjawinangun – Semarang Poncol will stop operating in March 2024 (South Sumatra delivery fleet).
2. The decrease in the volume of Semen Padang trains is the impact of the Semen Indonesia Holding policy to limit sales areas.

Efforts:

1. Coordination between KAI, KALOG and PT ITP regarding issues and improvements in PO Angkutan Semen from Arjawinangun and Nambo Stations.
2. Negotiating with PT Semen Padang to increase the volume of transportation from 75,000 carriages to 79,000 carriages and minimize disruptions to production equipment.

Plantation

The realization of plantation income was Rp139 billion or 95.8% of the target of Rp145 billion and the volume achieved was 693 thousand tons or 85.1% of the target of 815 thousand tons. The failure to achieve volume and income was caused by:

- **Justification:**
PTPN III CPO transportation is not yet optimal because the CPO market uses more trucks (there are no railway lines).
- **Efforts:**
Negotiating with PTPN for the implementation of minimum targets and optimizing DO in accordance with the transportation program.

General Cargo dan BHP

Hingga 31 Desember 2024, realisasi pendapatan sebesar Rp162 miliar atau 94,2% dari target sebesar Rp172 miliar dan volume tercapai 224 ribu ton atau 84,8% dari target sebesar 265 ribu ton. Ketidakcapaian volume dan pendapatan ini disebabkan oleh :

- **Justifikasi:**
KA Parcel Selatan (ONS), KA BHP Tawangalun dan KA BHP Joglosemarkerto di tahun 2024 tidak beroperasi dampak penurunan market.
- **Upaya :**
 1. Menjalankan BHP KA Pandalungan relasi Gambir – Jember mulai bulan Januari 2024.
 2. Menjalankan BHP KA Blambangan Ekpress relasi Pasar Senen – Ketapang mulai bulan Agustus 2024.

Angkutan Barang Lainnya

Realisasi pendapatan pupuk mencapai Rp2,7 miliar atau 79,9% dari target sebesar Rp3,4 miliar. Volume tercapai 24 ribu ton atau 64,5% dari target sebesar 37 ribu ton. Realisasi pendapatan dan volume angkutan barang lainnya tidak mencapai target dikarenakan :

- **Justifikasi :**
 1. Angkutan Pupuk relasi Cilacap – Pupuk berhenti menggunakan Kereta Api (dampak peralihan distribusi pupuk semula dari PT Pusri Cilacap menjadi PT Pupuk Kujang dan tidak menggunakan KA).
 2. Persentase Pendapatan lebih tinggi dari Volume dikarenakan adanya kenaikan tarif.
- **Upaya :**
Penambahan Perjalanan KA Pupuk relasi Cilacap – Ceper dari yang sebelumnya seminggu sekali menjadi seminggu 3 (tiga) kali.

Upaya Peningkatan Kinerja Angkutan Barang

Untuk meningkatkan kinerja angkutan barang, KAI menjalin kerja sama dengan pelaku usaha di bidang logistik maupun pemilik barang untuk menciptakan sistem logistik yang efektif dan efisien. Kerja sama yang dijalin oleh KAI di antaranya:

1. Kerja sama jasa pengangkutan barang komoditi batu bara, peti kemas, semen, BBM/ BBK Pertamina, CPO, Pupuk, Pulp, dan angkutan barang paketan pada kereta bagasi. Pada 2024.
2. Integrasi aplikasi komoditi batu bara antara PT KAI dengan PT Bukit Asam.

General Cargo and BHP

As of December 31, 2024, the realization of revenue was Rp162 billion or 94.2% of the target of Rp172 billion and the volume achieved was 224 thousand tons or 84.8% of the target of 265 thousand tons. The failure to achieve this volume and revenue was caused by:

- **Justification:**
The South Parcel Train (ONS), BHP Tawangalun Train and BHP Joglosemarkerto Train will not operate in 2024 due to the impact of the market decline.
- **Efforts:**
 1. Running the BHP of the Pandalungan train on the Gambir – Jember route starting in January 2024.
 2. Running the BHP of the Blambangan Express train on the Pasar Senen – Ketapang route starting in August 2024.

Other Freight Transportation

The realization of fertilizer revenue reached IDR2.7 billion or 79.9% of the target of IDR3.4 billion. The volume achieved was 24 thousand tons or 64.5% of the target of 37 thousand tons. The realization of revenue and volume of other goods transportation did not reach the target due to:

- **Justification:**
 1. Fertilizer transportation on the Cilacap – Pupuk route stopped using the Train (the impact of the transfer of fertilizer distribution from PT Pusri Cilacap to PT Pupuk Kujang and no longer using the Train).
 2. The percentage of Revenue was higher than the Volume due to an increase in tariffs.
- **Efforts:**
Additional Fertilizer Train Trips on the Cilacap – Ceper route from once a week to 3 (three) times a week.

Other Freight Transportation

To improve the performance of freight transportation, KAI collaborates with business actors in the logistics sector and goods owners to create an effective and efficient logistics system. The collaborations established by KAI include:

1. Cooperation in the transportation services of coal commodities, containers, cement, BBM/BBK Pertamina, CPO, Fertilizer, Pulp, and package goods transportation on baggage trains. In 2024.
2. Integration of coal commodity applications between PT KAI and PT Bukit Asam.

3. Kerja sama non-angkutan kereta api, yaitu kesepakatan kerja sama dengan anak perusahaan KAI Logistik atau pihak ketiga lainnya untuk menangani Lo-Lo.
4. Implementasi program NLE untuk integrasi dan sinergi program NLE untuk integrasi dan sinergi jalur KA dengan pelabuhan melalui MoU antara PT Kereta Api Indonesia (Persero) dengan PSA Indonesia PTE, LTD
5. Sinergi produk untuk integrasi angkutan *general cargo* (Genco) *end to end* multimoda lintas pulau dengan melibatkan anak perusahaan KAI Logistik dan pihak ketiga lainnya
3. Non-railway transportation cooperation, namely a cooperation agreement with KAI Logistik subsidiaries or other third parties to handle Lo-Lo.
4. Implementation of the NLE program for the integration and synergy of the NLE program for the integration and synergy of railway lines with ports through an MoU between PT Kereta Api Indonesia (Persero) and PSA Indonesia PTE, LTD
5. Product synergy for the integration of end-to-end multimodal general cargo (Genco) transportation across islands by involving KAI Logistik subsidiaries and other third parties

KINERJA JASA PENDUKUNG ANGKUTAN KA

Jasa pendukung angkutan KA terdiri dari layanan prapurna dan bongkar muat, *service on train* dan restorasi, serta jasa pendukung lainnya. Pendapatan pada segmen ini umumnya berasal dari pendapatan suplesi, bagasi, pendapatan administrasi pembatalan tiket, *loading unloading*, jasa prapurna, *service on train* serta restorasi dari anak perusahaan.

Pada tahun 2024 pendapatan jasa pendukung angkutan KA mencapai Rp1,01 triliun atau 98,1% dari target. Realisasi pendapatan mengalami penurunan dikarenakan oleh penurunan komoditi dan pemberhentian sementara kegiatan bongkar muat di beberapa relasi sehingga berdampak pada pendapatan *loading* dan *unloading*.

KINERJA JASA NON-ANGKUTAN

Segmen jasa non-angkutan KAI meliputi beberapa komponen, yaitu pendapatan optimalisasi aset, pekerjaan pihak ketiga dan lainnya dengan rincian sebagai berikut:

- **Pendapatan Optimalisasi Aset**
Pendapatan optimalisasi aset merupakan pendapatan sewa menyewa properti di dalam dan di luar stasiun. Pendapatan ini meliputi sewa sarana, sewa lahan parkir, sewa bufet/kios stasiun, sewa gudang/ruang stasiun, sewa rumah peristirahatan, sewa mes dan wisma, sewa rumah perusahaan, sewa bangunan, dan sewa tanah.
- **Pekerjaan Pihak Ketiga**
Pekerjaan pihak ketiga merupakan pendapatan yang berasal dari penjualan jasa teknis. Pendapatan ini meliputi perawatan kereta makan, perawatan rangka dasar, dan pendapatan penjualan jasa pekerjaan teknis.
- **Pendapatan Non-Angkutan Lainnya**
Pendapatan non-angkutan lainnya meliputi periklanan/*advertising*, percetakan, kesehatan medis, pengembalian kas TGR.

RAILWAY TRANSPORTATION SUPPORTING SERVICES PERFORMANCE

Railway transportation supporting services consist of pre-finish, loading and unloading services, on-train services, and restoration services, among others. Revenue in this segment primarily comes from supply revenue, baggage fees, ticket cancellation administration, loading/unloading, pre-finish services, on-train services, and restoration services from subsidiaries.

In 2024, revenue from supporting services for rail transportation reached Rp1.01 trillion, which is 98.1% of the target. Revenue realization decreased due to a decrease in commodities and the temporary suspension of loading and unloading activities in several relations, which had an impact on loading and unloading revenue.

NON-TRANSPORTATION SERVICES PERFORMANCE

KAI's non-transportation service segment includes several components, namely asset optimization revenue, third-party work, and others, detailed as follows:

- **Asset Optimization Revenue**
Asset Optimization Revenue consists of rental income from properties inside and outside stations. It includes rental of Rolling Stock, parking spaces, station buffets/kiosks, warehouses/station rooms, rest houses, dormitories and guesthouses, company houses, buildings, and land.
- **Third-Party Work**
Third-Party Work consists of revenue from the sale of technical services. It includes the maintenance of dining cars, underframe maintenance, and revenue from the sale of technical work services.
- **Other Non-Transportation Income**
This includes advertising, printing, medical health services, and TGR cash refunds.

Kinerja Jasa Non Angkutan

Selama tahun 2024, KAI mencatatkan kinerja jasa non angkutan mengalami kenaikan sebesar 7%.

Non-Transportation Service Performance

In 2024, KAI recorded an increase in non-transportation service performance of 7%.

Pendapatan Jasa Non Angkutan

(Dalam jutaan rupiah)

Non-Transportation Service Revenue

(In millions of Rupiah)

Uraian / Description	2024	2023	Pertumbuhan / Growth	
			Nominal / Nominal	Persentase / Percentage
Pendapatan optimalisasi aset / Asset Optimization Revenue	658.136.324	649.662.475	8.473.849	1%
Pekerjaan pihak ketiga / Third-Party Work	667.799.939	606.411.499	61.388.440	10%
Lainnya / Others	574.545.213	524.079.321	50.465.892	10%
Jumlah / Total	1.900.481.476	1.780.153.295	120.328.181	7%

Sarana Produksi

Dalam upaya mendukung usaha Perseroan, KAI juga memiliki beragam sarana atau alat produksi seperti lokomotif, KRDE/I, KRL, kereta dan gerbong. Uraian mengenai sarana produksi KAI untuk tahun 2023 dan 2024 dapat dilihat pada tabel berikut ini.

Production Rolling Stock

To support the company's operations, KAI has a variety of production Rolling Stock such as locomotives, Diesel Multiple Units (KRDE/I), Electric Multiple Units (KRL), coaches, and freight cars. The details of KAI's production Rolling Stock for 2023 and 2024 can be seen in the following table.

Uraian / Description	2024		Realisasi 2023 / 2023 Realization	Rasio / Ratio (%)
	Anggaran / Budget	Realisasi / Realization		
Lokomotif / Locomotive	448	464	463	0,2
KRDE/I dan KRL / KRDE/I and KRL	1.129	994	1.169	(15,0)
Kereta / Train	1.621	1.985	1.726	15,0
Gerbong / Carriage	7.055	7.725	7.612	1,5
LRT Jabodebek	186	144	96	50,0
Jumlah / Total	10.439	11.312	11.066	2,2

Lokomotif

Realisasi siap operasi (SO) lokomotif tahun 2024 terealisasi 464 unit atau 103,6% dari anggaran 448 unit. Ketercapaian ini disebabkan adanya percepatan perawatan sarana lokomotif di Depo dan Balai Yasa sehingga menambah sarana Siap Operasi guna mendukung operasional angkutan Nataru akhir tahun 2024.

Locomotive

In 2024, the operational readiness (SO) of locomotives was realized at 464 units or 103.6% of the budget of 448 units. This achievement was due to the acceleration of locomotive maintenance at the Depot and Railway Workshops, thus adding Ready for Operation facilities to support Nataru transportation operations at the end of 2024.

Kereta Rel Diesel (KRD) dan Kereta Rel Listrik (KRL)

Realisasi siap operasi (SO) KRD dan KRL tahun 2024 terealisasi 994 unit atau 88,0% dari anggarannya 1.129 unit. Realisasi di bawah anggaran dikarenakan adanya beberapa rangkaian yang statusnya masuk konservasi dan terdapat beberapa KRL yang sedang dalam perawatan roda.

Diesel Rail Train (KRD) and Electric Rail Trains (KRL)

In 2024, the operational readiness (SO) of KRD units reached 994 units or 88.0% of the budget of 1,129 units. The realization was below budget due to several series whose status was in conservation and there were several KRLs that were undergoing wheel maintenance.

Kereta

Realisasi siap operasi (SO) kereta tahun 2024 terealisasi 1.985 unit atau 122,5% dari anggarannya 1.621 unit. Ketercapaian ini dikarenakan adanya beberapa kereta dengan status konservasi sementara diubah statusnya menjadi SG kembali, adanya penambahan kereta baru INKA, dan selesainya beberapa pekerjaan modifikasi kereta makan.

Gerbong

Realisasi siap operasi (SO) gerbong tahun 2024 terealisasi 7.725 unit atau 109,5% dari anggarannya 7.055 unit. Realisasi di atas anggaran dikarenakan adanya penambahan armada gerbong yang dianggarkan pada tahun sebelumnya, perawatan di Depo dan Balai Yasa tidak mengalami gangguan atau hambatan sehingga tersedia gerbong SO lebih banyak, dan adanya beberapa gerbong dengan status konservasi sementara diubah statusnya menjadi SG kembali.

LRT

Realisasi siap operasi (SO) LRT tahun 2024 terealisasi 144 unit atau 77,4% dari anggarannya 186 unit. Realisasi di bawah anggaran dikarenakan 2 trainset belum BAST dan 5 trainset masih menunggu sparepart dari INKA.

Train

In 2024, the operational readiness (SO) for trains was realized at 1,985 units or 122.5% of the budget of 1,621 units. This achievement was due to the fact that several trains with temporary conservation status had their status changed back to SG, the addition of new INKA trains, and the completion of several modification works for the dining car.

Carriage

In 2024, the operational readiness (SO) of carriages was achieved at 7,725 units or 109.5% of the budget of 7,055 units. The realization above the budget was due to the addition of the carriage fleet budgeted for the previous year, maintenance at the Depot and Balai Yasa did not experience any disruptions or obstacles so that more SO carriages were available, and several carriages with temporary conservation status had their status changed back to SG.

LRT

In 2024, the operational readiness (SO) for LRT units was realized at 144 units or 77.4% of the budget of 186 units. The realization was below the budget because 2 trainsets had not yet been BAST and 5 trainsets were still waiting for spare parts from INKA.

Produksi Kilometer

(Sasaran Produksi Kilometer)

Kilometer Production

(Kilometer Production Target)

Uraian / Description	Realisasi Anggaran Tahun 2024 / Realization of the 2024 Budget	Realisasi Anggaran Tahun 2023 / Realization of the 2023 Budget	Realisasi / Realization	Rasio / Ratio (%)
Kilometer - Penumpang / Kilometers - Passengers				
KA Utama Kelas Eksekutif / Executive Class Main Train	5.044.190	5.113.034	4.787.428	6,8
KA Utama Kelas Bisnis / Business Class Main Train	505.844	535.559	484.820	10,5
KA Utama Kelas Ekonomi / Economy Class Main Train	8.310.699	8.979.914	7.952.961	12,9
KA Lokal Ekonomi / Economy Local Train	14.051.796	14.141.652	12.392.332	14,1
Jumlah / Total	27.912.529	28.770.159	12.392.332	12,3
Kilometer-Ton Barang / Kilometer - Tons of Freight				
Batu Bara / Coal	15.060.827	15.619.044	14.393.925	8,5
Peti Kemas / Container	2.986.363	3.159.931	2.780.592	13,6
BBM / Fuel	394.804	422.150	406.042	4,0
Semen / Cement	467.951	420.355	633.073	(33,6)
General Cargo dan BHP / General Cargo and BHP	191.892	137.703	129.767	6,1
Lainnya / Others	241.853	236.416	219.529	7,7
Jumlah / Total	19.343.689	19.995.600	18.562.928	7,7

Kilometer Angkutan Penumpang

Realisasi sebesar 28.770.159 Km-pnp atau 103,1% dari anggarannya sebesar 27.912.529 Km-pnp. Kilometer penumpang adalah perkalian antara kilometer tempuh dengan jumlah volume penumpang. Realisasi di atas anggaran, dikarenakan tercapainya target volume penumpang KRL dan volume KA jarak jauh lainnya, serta terdapat rerouting KA Argo Parahyangan menjadi KA rute baru dengan jarak lebih jauh, perpanjangan relasi KA Blambangan Ekspres sampai dengan Stasiun Pasarsenen dan Perpanjangan relasi KA Bandara BIAS semula relasi Klaten - Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo - Madiun per 10 Desember 2024.

Kilometer Ton Angkutan Barang

Secara total realisasi sebesar 19.995.600 Km-ton atau 103,4% dari anggarannya sebesar 19.343.689 Km-ton. Kilometer ton angkutan barang adalah perkalian antara kilometer tempuh dengan jumlah ton. Realisasi km-ton barang di atas anggaran dikarenakan oleh:

- Tercapainya Angkutan Batubara PT BA Tarahan dan Kertapati;
- Terdapat kerjasama dengan mitra baru peti kemas di tahun berjalan;
- Peningkatan Angkutan BBM di beberapa daerah

Passenger Transportation Kilometers

The total achieved was 28,770,159 Km-pnp, which is 103.1% of the budgeted amount of 27,912,529 Km-pnp. Passenger kilometers are calculated by multiplying the kilometers traveled by the number of passengers. The budget surplus is attributed to several factors, including the successful achievement of KRL passenger targets and an increase in long-distance train volumes. Additionally, the rerouting of the Argo Parahyangan train to a longer route, the extension of the Blambangan Ekspres train service to Pasarsenen Station, and the expansion of the BIAS Airport Train service, which now travels from Adi Soemarmo Airport Station to Madiun instead of just from Klaten to Adi Soemarmo Airport Station, effective December 10, 2024, all contributed to this increase.

Freight Transportation Ton Kilometers

The total achieved was 19,995,600 Km-tons, which is 103.4% of the budgeted amount of 19,343,689 Km-tons. Kilometer-tons for goods transport are calculated by multiplying the kilometers traveled by the number of tons transported. The reasons for exceeding the budget include:

- Successful transportation of coal by PT BA at Tarahan and Kertapati.
- New partnerships established with container transport companies this year.
- An increase in fuel transportation across several areas.

Kinerja Pelayanan dan Keselamatan

No	Uraian / Description	Satuan / Unit	Realisasi 2023 / 2023 Realization	Tahun / Year 2024		Rasio / Ratio (%) (6-4):4
				Toleransi / Tolerance	Realisasi / Realization	
1	2	3	4	5	6	
1	WPG (Rata-rata)* / WPG (Average)*	Hari / Day	1,69	2,01	1,44	(14,6)
2	Lokomotif Mogok / Locomotive Breakdowns	Frekuensi / Frequency	207	509	218	5,3
3	Kecelakaan KA / Train Accideng	Frekuensi / Frequency	8	11	5	(37,5)

*) Untuk bagian ini, semakin tinggi fakta menunjukkan kinerja yang menurun / The higher the value of this factor, the worse the performance was.

Waktu Peredaran Gerbong (WPG)

Realisasi waktu peredaran gerbong rata-rata 1,44 hari atau 71,8% terhadap toleransi yaitu 2,01 hari. Fakta di bawah toleransi menandakan kinerja operasi baik hal ini dikarenakan terpenuhinya gerbong SO untuk memenuhi stamformasi KA barang atas permintaan customer, berkurangnya kelambatan KA barang, serta memaksimalkan penggunaan gerbong SO, dan program WPG 2024.

Carriage Circulation Time (WPG)

The average carriage circulation time achieved is 1.44 days, which represents 71.8% of the tolerance limit of 2.01 days. This performance, being below the tolerance threshold, indicates good operational efficiency. This success can be attributed to the effective deployment of SO carriages to meet freight train transformations as requested by customers. Additionally, it reflects reduced delays in freight trains, maximized utilization of SO carriages, and the initiatives outlined in the 2024 WPG program.

Lokomotif Mogok

Realisasi frekuensi lokomotif mogok tahun 2024 terdapat 218 kejadian atau 42,8% terhadap normal kendalanya (toleransi) sebanyak 509 kejadian. Realisasi lokomotif mogok di bawah toleransi. Kategori gangguan yang terjadi pada lokomotif selama tahun 2024 yaitu sistem kontrol listrik (L) 74 kali, motor diesel (MD) 61 kali, traksi motor (TM) 31 kali, sistem udara tekan (SUT) 18 kali, main generator (MG) 14 kali, Gubernur (GOV) sebanyak 9 kali, mekanik bawah (MB) 7 kali, dan mekanik atas (MA) 4 kali. Fakta di bawah toleransi menunjukkan kinerja yang lebih baik, disebabkan karena peningkatan frekuensi perawatan lokomotif yang dilakukan secara berkala dan optimal serta adanya kontrak kerjasama spare part perawatan sarana dengan pabrik.

Kecelakaan KA

Selama periode tahun 2024 terjadi 5 kali kejadian kecelakaan KA yang terdiri dari: Daop 1 Jakarta 1 kejadian, Daop 2 Bandung 2 kejadian, Daop 8 Surabaya 1 kejadian, dan Divre I Sumatera Utara 1 kejadian. Manajemen senantiasa melakukan evaluasi penyebab kecelakaan tersebut dan memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal, memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI, serta mengimplementasikan sistem manajemen keselamatan perkeretaapian.

Kinerja Pelayanan dan Keselamatan

Manajemen memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal serta memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI.

Locomotive Breakdowns

In 2024, there were 218 incidents of locomotive breakdowns, which is 42.8% of the expected norm (tolerance) of 509 incidents. This figure is below the tolerance limit, indicating improved performance. The breakdown incidents were categorized as follows: electrical control system (L) - 74 times, diesel motor (MD) - 61 times, traction motor (TM) - 31 times, compressed air system (SUT) - 18 times, main generator (MG) - 14 times, governor (GOV) - 9 times, lower mechanics (MB) - 7 times, and upper mechanics (MA) - 4 times. This improved performance is due to an increase in the frequency and quality of periodic locomotive maintenance, as well as a cooperative maintenance contract for spare parts with the manufacturer.

Train Accidents

In 2024, there were a total of 5 train accidents: 1 incident in Daop 1 Jakarta, 2 incidents in Daop 2 Bandung, 1 incident in Daop 8 Surabaya, and 1 incident in Divre I North Sumatra. Management is actively evaluating the causes of these accidents to prevent future occurrences. This includes coordination with external parties, ensuring that a safety culture is properly understood and implemented by all KAI personnel, and the execution of a comprehensive railway safety management system.

Service and Safety Performance

Management is committed to preventing future incidents through collaboration with external parties and by reinforcing a safety culture that is well understood and implemented by all KAI personnel.

No	Uraian / Description	Satuan / Unit	Fakta tahun 2023 / 2023 Facts	Tahun / Year 2024**		Rasio* / Ratio*	
				Toleransi / Tolerance	Fakta / Facts	(6-4):4	6:05
1	2	3	4	5	6	7	8
Rata-rata Kelambatan / Average Delays							
1	a. KA Penumpang / Passenger Train Berangkat / Departure Datang / Arrival	menit / minute menit / minute	0,40 (0,12)	0,3 2,00	0,09 (3,54)	(77,3%) 2.850%	30% (176,9%)
2	b. KA Barang / Freight Train Berangkat / Departure Datang / Arrival	menit / minute menit / minute	(83,61) (66,92)	5,00 10,00	(76,37) (75,41)	(8,66%) 12,69%	(1,527%) (754%)

*) Persentase kurang dari 100% menunjukkan kinerja meningkat/lebih baik, lebih dari 100% menunjukkan kinerja yang menurun / A percentage less than 100% indicates improved/better performance, while more than 100% indicates declining performance

**) Fakta dengan nilai negatif menunjukkan waktu KA berangkat dan datang lebih awal dari waktu yang ditetapkan / Facts with negative values indicate that the train departed and arrived earlier than the scheduled time

No	Uraian / Description	Fakta tahun 2023 / 2023 Facts	Fakta tahun 2023	Tahun / Year 2024		Rasio / Ratio	
				Toleransi / Tolerance	Fakta* / Facts*	(6-4):4	6:05
1	2	3	4	5	6	7	8
Rata-rata Ketepatan / Average Punctuality							
1	a. KA Penumpang / Passenger Train Berangkat / Departure Datang / Arrival	% %	99,54 93,98	99,10 92,00	99,77 96,05	0,23% 2,20%	100,68% 104,4%
2	b. KA barang / Freight Train Berangkat / Departure Datang / Arrival	% %	87,00 83,00	88,00 85,00	95,12 90,18	1,94% 3,05%	108,09% 106,09%

*) Nilai Fakta mendekati 100% menunjukkan kinerja yang meningkat/lebih baik / A Fact value close to 100% indicates improved/better performance

RATA-RATA KELAMBATAN KA

Kelambatan KA Penumpang

KA penumpang berangkat mengalami rata-rata keterlambatan 0,09 menit dari toleransi 0,30 menit, sedangkan KA penumpang datang mengalami rata-rata keterlambatan (3,54) menit dari toleransi 2,00 menit. Realisasi persentase kelambatan KA penumpang berangkat berada di atas toleransi disebabkan oleh optimalnya kesiapan dari sarana yang dipergunakan, keandalan prasarana, pengaturan flow penumpang dan informasi kepada penumpang di stasiun keberangkatan yang baik, keteraturan dalam pengaturan dan pengendalian operasi KA, serta rendahnya gangguan yang terjadi di stasiun-stasiun keberangkatan KA.

Kelambatan KA Barang

KA barang berangkat mengalami rata-rata keterlambatan (76,37) menit dari toleransi 5,00 menit, sedangkan KA barang datang mengalami rata-rata keterlambatan (75,41) menit dari toleransi 10,00 menit. Realisasi persentase kelambatan KA barang berangkat berada di atas toleransi yang disebabkan oleh optimalisasi kapasitas emplasemen stasiun keberangkatan KA barang yang didukung oleh keandalan sarana dan prasarana serta peran dari unit angkutan barang dalam koordinasi dan pemberian informasi kepada ekspenditur atau pengguna jasa angkutan KA barang.

RATA-RATA KETEPATAN KA

Ketepatan KA Penumpang

KA penumpang berangkat mengalami rata-rata ketepatan 99,77% menit dari toleransi 99,10 menit, sedangkan KA penumpang datang mengalami rata-rata ketepatan 96,05 menit dari toleransi 92,00 menit. Realisasi persentase ketepatan KA penumpang berangkat berada di atas toleransi

AVERAGE TRAIN DELAY

Passenger Train Delay

Passenger trains departing experienced an average delay of 0.09 minutes, exceeding the tolerance of 0.30 minutes. Meanwhile, passenger trains arriving had an average delay of (3.54) minutes, also surpassing the tolerance of 2.00 minutes. The percentage of departing passenger trains that exceeded the delay tolerance was attributed to the optimal readiness of the facilities used, the reliability of the infrastructure, the arrangement of passenger flow and information to passengers at the departure station which was good, the regularity in the arrangement and control of train operations, and the low level of disruptions that occurred at the train departure stations.

Freight Train Delay

Freight trains departing experienced an average delay of (76.37) minutes, exceeding the tolerance of 5.00 minutes. On the other hand, freight trains arriving had an average delay of (75.41) minutes, which was above the tolerance of 10.00 minutes. The percentage of departing freight trains that exceeded the delay tolerance was due to the optimization of the capacity of the freight train departure station yard supported by the reliability of facilities and infrastructure as well as the role of the freight transportation unit in coordinating and providing information to expeditors or users of freight train transportation services.

AVERAGE TRAIN PUNCTUALITY

Passenger Train Punctuality

Departing passenger trains had an average punctuality of 99.77 minutes, from a tolerance of 99.10 minutes. Arrival passenger trains experienced an average punctuality of 96.05 minutes, from a tolerance of 92.00 minutes. The percentage of departing passenger trains achieving punctuality above

disebabkan oleh rendahnya gangguan yang disebabkan oleh unit sarana dan prasarana, ketepatan dalam pengaturan dan pengendalian operasi KA walaupun masih terjadi gangguan yang disebabkan oleh faktor eksternal dan Alam (*Uncontrollable*).

Ketepatan KA Barang

KA barang berangkat mengalami rata-rata ketepatan 95,12 menit dari toleransi 88,00 menit, sedangkan KA barang datang mengalami rata-rata ketepatan 90,18 menit dari toleransi 85,00 menit. Realisasi persentase ketepatan KA barang berangkat berada di atas toleransi yang disebabkan oleh rendahnya gangguan yang disebabkan oleh unit sarana dan prasarana, ketepatan dalam pengaturan dan pengendalian operasi KA walaupun masih terjadi gangguan yang disebabkan oleh faktor eksternal dan Alam (*Uncontrollable*).

the tolerance was caused by the facilities and infrastructure units, accuracy in the arrangement and control of train operations even though there were still disruptions caused by external and natural factors (*Uncontrollable*).

Freight Train Punctuality

Departing freight trains experienced an average punctuality of 95.12 minutes, compared to a tolerance of 88.00 minutes. Meanwhile, arrival freight trains had an average punctuality of 90.18 minutes relative to a tolerance of 85.00 minutes. The percentage of departing freight trains attaining punctuality above the tolerance was caused by the facilities and infrastructure units, accuracy in the arrangement and control of train operations even though disruptions caused by external and natural factors (*Uncontrollable*) still occurred.

Utilisasi Angkutan

Transportation Utilization

Uraian / Description	Realisasi 2023 / 2023 Realization			Tahun 2024 / Year 2024						Rasio (%) / Ratio	
	Volume (Orang) / Volume (People)	Kapasitas (Orang) / Capacity (People)	Okupansi (%) / Occupancy (%)	Anggaran / Budget			Realisasi / Realization			(10-4):4	10:7
				Volume (Orang) / Volume (People)	Kapasitas (Orang) / Capacity (People)	Okupansi (%) / Occupancy (%)	Volume (Orang) / Volume (People)	Kapasitas (Orang) / Capacity (People)	Okupansi (%) / Occupancy (%)		
1	2	3	4	5	6	7	8	9	10	11	12
PT KAI Konsolidasi											
KA Utama Kelas Eksekutif / Executive Class Main Train	16.427.175	21.660.578	75,8	18.713.274	24.648.874	75,9	18.923.496	25.276.410	74,9	(1,3)	98,6
KA Utama Kelas Bisnis / Business Class Main Train	1.642.947	2.058.932	79,8	1.719.635	2.148.864	80,0	1.804.265	2.084.267	86,6	8,5	108,2
KA Utama Kelas Ekonomi / Economy Class Main Train	27.233.710	28.871.436	94,3	28.286.026	28.322.392	99,9	30.524.135	28.902.339	105,6	12,0	105,7
Jumlah / Total	45.303.833	52.590.946	86,1	48.718.935	55.120.130	88,4	51.251.896	56.263.016	91,1	5,7	103,1
KA Lokal Kelas Ekonomi / Economy Class Local Train	343.472.771	837.956.486	41,0	391.400.591	911.947.121	42,9	402.091.293	879.036.485	45,7	11,6	106,6
Jumlah / Total	388.776.604	890.547.432	43,7	440.119.526	967.067.251	45,5	453.343.189	935.299.501	48,5	11,0	106,5

Okupansi KA Penumpang

Sepanjang tahun 2024 okupansi KA penumpang terealisasi sebesar 48,5 %, naik sebesar 11,0% dari tahun 2023 sebesar 43,7%. Jumlah ini berada di atas target yaitu 48,5% atau tercapai 106,5% dari anggaran yang telah ditetapkan sebesar 45,5%. Hal ini disebabkan oleh animo masyarakat

Passenger Train Occupancy

Throughout 2024, passenger train occupancy was realized at 48.5%, up 11.0% from 2023 at 43.7%. This number is above the target of 48.5% or 106.5% of the budget that has been set at 45.5%. This is due to the increasing enthusiasm of the public and foreign tourists to use the railway transportation mode

dan wisatawan asing menggunakan moda jasa angkutan kereta api meningkat sehingga okupansi penumpang juga mulai bertambah, juga dampak dari banyaknya libur dan cuti bersama yang ditetapkan oleh Pemerintah sehingga merangsang pertumbuhan jumlah penumpang pada *peak season* dan memungkinkan untuk dilakukan penambahan frekuensi dan maksimalisasi stamformasi disesuaikan dengan *demand*.

ASPEK PEMASARAN

Menghadapi dinamika pasar yang semakin kompetitif, Perseroan terus berupaya memperkuat strategipemasarannya secara terintegrasi. Fokus utama KAI adalah melanjutkan strategi penetrasi pasar yang sudah berjalan sebelumnya baik pada angkutan penumpang maupun angkutan barang. Langkah ini dilakukan untuk memastikan produk dan layanan Perseroan dapat menjangkau target konsumen secara efektif dan berkelanjutan.

KAI memiliki media sosial, *website* dan *Access by KAI* sebagai sarana komunikasi terkait produk dan jasa. KAI juga mengomunikasikan perkembangan ketentuan-ketentuan yang berlaku sebagai syarat naik kereta api serta informasi layanan terbaru dari KAI. KAI melakukan penjualan secara langsung kepada konsumen melalui sejumlah *event* dan kegiatan promosi.

Terdapat 2 (dua) aspek pemasaran yang dilakukan oleh KAI yaitu pemasaran *above the line* dan pemasaran *below the line*. Pemasaran *above the line* dilakukan dengan cara sosialisasi dan promosi melalui media sosial dengan memanfaatkan trafik tinggi sehingga dapat langsung berinteraksi dengan target konsumen melalui media sosial dan media internal KAI. KAI juga membuat video berisi konten liputan khusus, peluncuran fitur *Access by KAI*, maupun inovasi terbaru dari KAI lainnya yang ditayangkan melalui media sosial, di stasiun-stasiun, serta di kereta api.

Sedangkan aspek pemasaran *below the line* dilakukan dengan sosialisasi maupun aktivasi yang meningkatkan *brand image* KAI. Misalnya melalui *event* yang dijalankan dengan menyasar kaum milenial, meningkatkan *engagement* KAI dengan pelanggan dengan kegiatan *Sapa Pelanggan*; *surprise gift* bagi pelanggan yang *loyal*; *member Access by KAI*; serta melakukan *sponsorship* untuk menambah aktivasi bagi pengguna KAI *Access*.

so that passenger occupancy has also started to increase, as well as the impact of the many holidays and joint leave set by the Government so that it stimulates the growth of the number of passengers during the peak season and allows for additional frequencies and maximization of stamformation adjusted to demand.

MARKETING ASPECT

In response to increasingly competitive market dynamics, the Company is committed to strengthening its integrated marketing strategy. KAI's primary focus is to continue the market penetration strategies for both passenger and freight transportation, ensuring that the Company's products and services effectively and sustainably reach target consumers.

KAI utilizes social media, a dedicated website, and the *Access by KAI* application to communicate information about its products and services. They also provide updates on policies and conditions for boarding trains, along with the latest service information. Direct sales to consumers are conducted through various events and promotional activities.

KAI employs 2 (two) marketing strategies: above-the-line marketing and below-the-line marketing. Above-the-line marketing includes social media outreach and promotions utilizing high-traffic platforms, ensuring that KAI's internal media can directly interact with target consumers. KAI produces videos featuring special coverage, launches of the *Access by KAI* feature, and other innovations, which are shared on social media, at train stations, and on trains.

Below-the-line marketing is carried out through outreach and activation activities to enhance KAI's brand image. This includes events targeting millennials, customer engagement initiatives like *Sapa Pelanggan*, surprise gifts for loyal customers, *Access by KAI* membership benefits, and sponsorship activities to enhance KAI *Access* user engagement.

Integrasi dan Aliansi

KAI terus berupaya meningkatkan kerja sama dengan berbagai pihak untuk memaksimalkan saluran penjualan, baik di *channel Business to Business (B2B)* dan *e-commerce*. Sepanjang tahun 2024 KAI menjalin kerja sama mitra B2B dan mitra lainnya guna meningkatkan layanan di *Access by KAI*. Selain itu, KAI juga menjalin kerja sama intermoda untuk layanan *first mile* dan *last mile* untuk memberikan pelayanan lebih kepada pelanggan. KAI juga telah melakukan integrasi dengan sejumlah pihak ketiga.

Strategi Harga

KAI telah menerapkan strategi penentuan tarif harga pada segmen angkutan penumpang, dengan rincian sebagai berikut:

1. *Setting* tarif masih pada *range* TBA (Tarif Batas Atas)–TBB (Tarif Batas Bawah).
2. Penyesuaian tarif pada masa *low* dan *peak season*.
3. Penerapan tarif promo pada masa- masa tertentu.
4. Promosi tarif khusus.
5. Memberikan potongan harga tiket bagi lansia, wartawan dan berbagai instansi lainnya yang sudah bekerja sama dengan Perusahaan (TNI, POLRI, LVRI, Alumni dan Civitas Universitas).

Pemasaran & Branding

Dalam mencapai visi dan misinya, KAI telah merumuskan sejumlah inisiatif strategis dan juga *enabler* untuk KAI. KAI berhasil mengembangkan *enablers* yang mencakup Budaya & SDM, Manajemen Sarana, Manajemen Prasarana & Fasilitas, Manajemen Pihak eksternal, Ketangguhan Finansial, Teknologi Informasi, Keunggulan Operasi serta pemasaran & *Branding*. Adapun langkah pemasaran dan *branding* yang dilakukan oleh KAI di antaranya:

Pemasaran

- *Targeted campaigns* dengan *marketing automation*.
- *Cross-promotion* dan *marketing* bersama dengan mitra usaha (termasuk mitra transportasi antarmoda).
- Implementasi *green-oriented marketing*.
- Pengembangan dan implementasi customer reward and appreciation program.
- Layanan Entertainment *on Board*.

Branding

- Penyusunan strategi komunikasi jangka panjang.
- Pemenuhan KPI TJSL yang telah ditetapkan oleh RUPS setiap tahun.

Integration and Alliances

KAI is committed to improving cooperation with various stakeholders to maximize sales channels for both Business to Business (B2B) and e-commerce. Throughout 2024, KAI collaborated with B2B partners and others to enhance services through Access by KAI. In addition, KAI also established intermodal cooperation for first mile and last mile services to provide better service to customers. KAI has also integrated with a number of third parties.

Pricing Strategy

KAI has implemented a pricing strategy for the passenger transportation segment, which includes the following components:

1. Tariff setting within the range of TBA (Upper Limit Tariff) to TBB (Lower Limit Tariff).
2. Adjustments to tariffs during low and peak seasons.
3. Special promotional tariffs during certain periods.
4. Specific tariff promotions.
5. Ticket discounts for the elderly, journalists, and various agencies collaborating with the Company, including TNI, POLRI, LVRI, and university alumni.

Marketing & Branding

To achieve its vision and mission, KAI has formulated several strategic initiatives and enablers. The Company has developed supports that include Culture & HR, Facilities Management, Infrastructure & Facilities Management, External Party Management, Financial Resilience, Information Technology, Operational Excellence, and Marketing & Branding. KAI's marketing and branding initiatives include:

Marketing

- Targeted campaigns utilizing marketing automation.
- Cross-promotion with business partners, including those in intermodal transportation.
- Implementation of green-oriented marketing.
- Development of customer reward and appreciation programs.
- Onboard entertainment services.

Branding

- Long-term communication strategy development.
- Fulfillment of CSR KPIs set by the GMS each year.

Tinjauan Keuangan

Financial Review

Kinerja keuangan KAI sepanjang tahun 2024 menunjukkan performa yang baik. Kinerja keuangan Perseroan mengacu pada Laporan Keuangan Konsolidasian PT Kereta Api Indonesia (Persero) untuk tahun yang berakhir pada 31 Desember 2024 dan 2023. Laporan Keuangan disusun sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia dan telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, mawar dan Rekan dengan opini wajar dalam semua hal yang material.

KAI's financial performance throughout 2024 showed positive performance. The Company's financial performance refers to the Consolidated Financial Statements of PT Kereta Api Indonesia (Persero) for the years ended December 31, 2024 and 2023. The Financial Statements are prepared in accordance with the Financial Accounting Standards applicable in Indonesia and have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar, and Rekan with a fair opinion in all material respects.

Laporan Posisi Keuangan Konsolidasian

Consolidated Statement of Financial Position

(Dalam ribuan rupiah, kecuali dinyatakan lain)

(In thousands of Rupiah, unless otherwise stated)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Aset / Assets				
Aset Lancar / Current Assets				
Kas dan Setara Kas / Cash and Cash Equivalents	4.925.957.175	5.138.571.482	(212.614.307)	(4,14)
Dana Dibatasi Penggunaannya / Restricted Funds	3.295.188.104	2.587.812.673	707.375.431	27,33
Piutang Usaha / Trade Receivable				
Pihak Berelasi / Related Parties	1.985.883.347	1.253.114.802	732.768.545	58,48
Pihak Ketiga / Third Parties	573.662.691	616.479.973	(42.817.282)	(6,95)
Piutang Lain-lain / Other Receivables	2.486.934.641	61.586.990	2.425.347.651	3.938,08
Persediaan / Inventories	1.218.052.741	1.528.349.171	(310.296.430)	(20,30)
Pendapatan Masih Akan Diterima / Accrued Income	1.245.468.638	763.740.040	481.728.598	63,07
Uang Muka dan Biaya Dibayar di Muka / Advances and Prepaid Expenses	321.681.052	260.184.522	61.496.530	23,64
Pajak Dibayar di Muka / Prepaid Taxes	633.843.523	690.300.423	(56.456.900)	(8,18)
Aset Lancar Lainnya / Other Current Assets	138.904.445	123.701.643	15.202.802	12,29
Jumlah Aset Lancar / Total Current Assets	16.825.576.357	13.023.841.719	3.801.734.638	29,19
Aset Tidak Lancar / Non-Current Assets				
Piutang Lain-lain / Other Receivables	7.149.335.122	-	7.149.335.122	100,00
Pendapatan masih akan diterima - Jangka Panjang / Accrued income - Long-Term	1.995.822.564	-	1.995.822.564	100,00
Uang Muka Jangka Panjang / Long-Term Prepaid	1.563.252.080	3.093.767.915	(1.530.515.835)	(49,47)
Investasi Entitas Asosiasi dan Ventura Bersama / Investment in Associates and Joint Ventures	6.274.420.906	5.808.370.149	466.050.757	8,02
Investasi Jangka Panjang / Long-Term Investment	58.977.487	35.747.769	23.229.718	64,98
Aset Pajak Tangguhan / Deferred Tax Assets	1.642.777.316	1.216.932.650	425.844.666	34,99
Aset Tetap / Fixed Assets	29.405.153.433	26.370.631.004	3.034.522.429	11,51
Properti Investasi / Investment Properties	321.065.134	246.905.669	74.159.465	30,04

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Hak Pengoperasian Aset Prasarana / Infrastructure Assets Operating Rights	30.649.008.325	30.697.675.664	(48.667.339)	(0,16)
Aset Tak Berwujud / Intangible Assets	893.669.116	576.231.411	317.437.705	55,09
Aset Hak Guna / Right of Use Asset	111.923.748	92.152.320	19.771.428	21,46
Aset Tidak Lancar Lainnya / Other Non-Current Assets	208.144.284	212.057.103	(3.912.819)	(1,85)
Jumlah Aset Tidak Lancar / Total Non-Current Assets	80.273.549.515	68.350.471.654	11.923.077.861	17,44
Jumlah Aset / Total Assets	97.099.125.872	81.374.313.373	15.724.812.499	19,32
Liabilitas dan Ekuitas / Liabilities and Equity				
Liabilitas Jangka Pendek / Current Liabilities				
Utang Usaha / Trade Payables				
Pihak Berelasi / Related Parties	1.796.057.807	4.976.299.233	(3.180.241.426)	(63,91)
Pihak Ketiga / Third Parties	2.262.552.410	2.394.977.405	(132.424.995)	(5,53)
Beban Akrua dan Provisi / Accrued Expenses and Provisions	2.545.123.471	2.203.317.939	341.805.532	15,51
Utang Pajak / Taxes Payable	1.611.923.102	621.745.503	990.177.599	159,26
Pendapatan Diterima di Muka / Unearned Revenue	1.530.900.962	1.281.637.698	249.263.264	19,45
Liabilitas Imbalan Kerja / Employee Benefits Liabilities	1.426.617.462	1.295.541.970	131.075.492	10,12
Pinjaman Bank Jangka Pendek / Short-Term Bank Loans	3.070.227.509	1.388.523.138	1.681.704.371	121,11
Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Long Term Loans Maturing				
Liabilitas Sewa / Lease Liabilities	49.736.108	36.504.861	13.231.247	36,25
Pinjaman Jangka Panjang / Short-Term Loans	1.685.333.403	1.294.613.508	390.719.895	30,18
Pinjaman Program PEN / PEN Program Loan	473.958.333	437.500.000	36.458.333	8,33
Utang Obligasi / Bonds Payable	-	1.898.852.925	(1.898.852.925)	(100,00)
Liabilitas Jangka Pendek Lainnya / Other Current Liabilities	93.508.935	91.802.000	1.706.935	1,86
Jumlah Liabilitas Jangka Pendek / Total Current Liabilities	16.545.939.502	17.921.316.180	(1.375.376.678)	(7,67)
Liabilitas Jangka Panjang / Non-Current Liabilities				
Pendapatan Diterima di Muka / Unearned Revenue	797.211.219	834.563.297	(37.352.078)	(4,48)
Liabilitas Imbalan Kerja / Employee Benefits Liabilities	5.668.188.054	5.618.516.876	49.671.178	0,88
Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun / Long-Term Liabilities – Net of Current Maturities				
Liabilitas Sewa / Lease Liabilities	69.422.848	74.166.028	(4.743.180)	(6,40)
Pinjaman Jangka Panjang / Long-Term Loans	30.093.432.601	20.142.027.462	9.951.405.139	49,41
Pinjaman Program PEN / PEN Program Loan	2.369.791.667	2.625.000.000	(255.208.333)	(9,72)
Utang Obligasi / Bonds Payable	4.786.834.608	2.594.469.619	2.192.364.989	84,50
Sukuk / Sukuk	1.295.446.556	498.586.194	796.860.362	159,82
Liabilitas Jangka Panjang Lainnya / Other Non-Current Liabilities	148.196.344	159.530.476	(11.334.132)	(7,10)
Jumlah Liabilitas Jangka Panjang / Total Non-Current Liabilities	45.228.523.897	32.546.859.952	12.681.663.945	38,96
Jumlah Liabilitas / Total Liabilities	61.774.463.399	50.468.176.132	11.306.287.267	22,40

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Ekuitas / Equity				
Ekuitas yang dapat Diatribusikan kepada Entitas Induk: / Equity Attributable to the Owner of the Parent Entity				
Modal Ditempatkan dan Disetor Penuh masing-masing per 31 Desember 2023 dan 2022 sebesar serta per 1 Januari 2023/31 Desember 2022 sebesar / Issued ad Fully Paid Capital as of December 31, 2023 and 2022, and as of January 1, 2023/December 31, 2022	22.368.743.000	22.368.743.000	0	0,00
Tambahan Penyertaan Modal Negara / Additional of Government Capital Investment	2.000.000.000	0	2.000.000.000	100,00
Tambahan Modal Disetor / Additional Paid-In Capital	486.081	486.081	0	0,00
Saldo Laba Ditentukan penggunaannya / Retained Earnings Appropriated	11.350.319.578	9.476.398.277	1.873.921.301	19,77
Saldo Laba Belum ditentukan penggunaannya / Retained Earnings Unappropriated	414.661.682	76.609.318	338.052.364	441,27
Komponen Ekuitas Lainnya / Other Components of Equity				
Akumulasi Rugi Aktuaria atas Imbalan Kerja / Accumulated Losses on Employee Benefit	(886.127.336)	(1.082.459.162)	196.331.826	(18,14)
Selisih Likuidasi / Difference of Liquidation	968.135	968.135	0	0,00
Selisih Perubahan Ekuitas Entitas Anak / Difference in Transactions of Changes in Equity of Subsidiaries	(24.069.720)	(24.069.720)	0	0,00
Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk / Equity Attributable to Owner of the Parent Entity	35.224.981.420	30.816.675.929	4.408.305.491	14,30
Kepentingan Non Pengendali / Non-Controlling Interests	99.681.053	89.461.312	10.219.741	11,42
Jumlah Ekuitas / Total Equity	35.324.662.473	30.906.137.241	4.418.525.232	14,30
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	97.099.125.872	81.374.313.373	15.724.812.499	19,32

ASET

Hingga 31 Desember 2024, realisasi aset KAI mencapai Rp97,10 triliun, mengalami peningkatan sebesar 19,32% atau sejumlah Rp15,72 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp81,37 triliun. Peningkatan nilai aset Perusahaan disebabkan oleh meningkatnya nilai aset lancar dan aset tidak lancar.

Aset Lancar

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset lancar sejumlah Rp16,83 triliun, mengalami peningkatan sebesar 29,19% atau sejumlah Rp3,80 triliun jika dibandingkan dengan perolehan aset lancar dari tahun sebelumnya sebesar Rp13,02 triliun. Perubahan ini disebabkan oleh meningkatnya nilai piutang usaha meliputi piutang berelasi sebesar 58,48% dan piutang lain-lain sebesar 3.938,08%.

Kas dan Setara Kas

Hingga 31 Desember 2024, kas dan setara kas Perusahaan sejumlah Rp4,93 triliun, mengalami penurunan sebesar 4,14% atau sejumlah Rp212,61 miliar jika di bandingkan perolehan tahun sebelumnya sebesar Rp5,14 triliun. Perubahan ini disebabkan oleh menurunnya nilai deposito berjangka pihak berelasi.

ASSETS

As of December 31, 2024, KAI's total asset realization reached Rp97.10 trillion, an increase of 19.32% or Rp15.72 trillion compared to 2023 at Rp81.37 trillion. This was attributed to the increase in current assets and non-current assets.

Current Assets

As of December 31, 2024, the Company reported current assets of Rp16.83 trillion. This amount reflects an increase/ of 29.19% or Rp3.80 trillion from the previous year's total of Rp13.02 trillion. This change was due to the increase in the value of trade receivables including related receivables of 58.48% and other receivables of 3,938.08%.

Cash and Cash Equivalents

As of December 31, 2024, the Company's cash and cash equivalents amounted to Rp4.93 trillion, which is a decrease of 4.14% or Rp212.61 billion compared to that of 2023 at Rp5.14 trillion. This change was caused by a decrease in the value of related party time deposits.

Dana Dibatasi Penggunaannya

(Dalam ribuan rupiah)

Restricted Funds

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi / Related Parties	3.268.240.606	2.560.880.158	707.360.448	27,62
Pihak Ketiga / Third Parties				
PT Bank Central Asia Tbk	26.932.515	26.932.515	0	0,00
China Development Bank	14.983	-	14.983	100,00
Jumlah / Total	3.295.188.104	2.587.812.673	707.375.431	27,33

Hingga 31 Desember 2024, dana dibatasi penggunaannya tercatat sebesar Rp3,30 triliun, mengalami peningkatan sebesar 27,33% atau sejumlah Rp707,38 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp2,59 triliun. Perubahan ini disebabkan oleh meningkatnya nilai pihak berelasi.

As of December 31, 2024, restricted funds were recorded at Rp3.30 trillion, an increase of 27.33% or Rp707.38 billion compared to the previous year of Rp2.59 trillion. This change was caused by the increase in the value of related parties.

Piutang Usaha

(Dalam ribuan rupiah)

Trade Receivables

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi / Related Parties	1.985.883.347	1.253.114.802	732.768.545	58,48
Pihak Ketiga / Third Parties	573.662.691	616.479.973	(42.817.282)	(6,95)
Jumlah / Total	2.559.546.038	1.869.594.775	689.951.263	36,90

Di tahun 2024, Perusahaan mencatatkan peningkatan piutang usaha sebesar 36,90% dari Rp1,87 triliun pada tahun 2023 menjadi Rp2,56 triliun pada tahun 2024. Perubahan ini disebabkan oleh meningkatnya nilai piutang usaha pada pihak berelasi sebesar 58,48% dari Rp1,25 triliun menjadi Rp1,99 triliun.

In 2024, the Company recorded other receivables of Rp36.90% billion, increasing to Rp1.87 trillion compared to 2023 at Rp2.56 billion. This change was due to an increase in the value of trade receivables from related parties by 58.48% from Rp1.25 trillion to Rp1.99 trillion.

Piutang Lain-Lain

(Dalam ribuan rupiah)

Other Receivables

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi - Neto / Related Parties - Net	2.475.267.355	8.183.000	2.467.084.355	30.148,90
Pihak Ketiga / Third Parties	11.667.286	53.403.990	(41.736.704)	(78,15)
Piutang Lain-lain Netto / Other Receivables - Net	2.486.934.641	61.586.990	2.425.347.651	3.938,08

Perusahaan mencatatkan nilai piutang lain-lain yang baik, meningkat sebesar 3.938% atau Rp2,49 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp61,59 miliar. Perubahan ini disebabkan oleh meningkatnya nilai piutang pihak berelasi dan pihak ketiga.

The Company recorded a good value of other receivables, increasing by 3,938% or Rp2.49 trillion when compared to the realization in 2023 of Rp61.59 billion. This change was due to the increase in the value of receivables from related parties and third parties.

Persediaan

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Suku Cadang Sarana / Rolling Stock Spare Parts	1.048.643.857	1.238.415.440	(189.771.583)	(15,32)
Suku Cadang Prasarana / Infrastructure Spare Parts	307.199.619	461.538.274	(154.338.655)	(33,44)
Lain-lain / Others	27.715.346	22.696.178	5.019.168	22,11
Dikurangi: Cadangan Kerugian Penurunan Nilai / Less: Allowance for Impairment Losses	(165.506.081)	(194.300.721)	28.794.640	(14,82)
Neto / Net	1.218.052.741	1.528.349.171	(310.296.430)	(20,30)

Di tahun 2024, Perusahaan mencatatkan nilai persediaan sejumlah Rp1,22 triliun. Jumlah ini mengalami penurunan sebesar 20,30% atau sejumlah Rp310,30 miliar dari tahun sebelumnya sebesar Rp1,53 triliun. Perubahan ini disebabkan oleh menurunnya nilai suku cadang sarana dan prasarana di tahun 2024.

Inventories

(In thousands of Rupiah)

In 2024, the Company recorded inventories of Rp1.22 trillion. This amount decreased by 20.30% or Rp310.30 billion from the previous year of Rp1.53 trillion. This change was caused by the decrease in the value of spare parts for facilities and infrastructure in 2024.

Pendapatan Masih Akan Diterima

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi - Neto / Related Parties - Net	912.721.971	439.036.344	473.685.627	107,89
Pihak Ketiga / Third Parties	332.746.667	324.703.696	8.042.971	2,48
Pendapatan Masih akan Diterima / Accrued Expenses	1.245.468.638	763.740.040	481.728.598	63,07

Pendapatan yang masih akan diterima terdiri dari pendapatan yang masih akan diterima dari pihak berelasi dan pendapatan yang masih akan diterima dari pihak ketiga. Pendapatan yang masih akan diterima dari pihak berelasi di antaranya adalah kompensasi kewajiban pelayanan publik (PSO) yang merupakan tagihan kepada Pemerintah atas kompensasi PSO berdasarkan Perjanjian antara Direktorat Jenderal Perkeretaapian dengan Perusahaan.

Accrued Income

(In thousands of Rupiah)

Accrued income includes funds from both related parties and third parties. The accrued income from related parties consists of compensation for public service obligations (PSO), which is a bill submitted to the Government for PSO compensation based on the Agreement between the Directorate General of Railways and the Company.

Di tahun 2024, Perusahaan memperoleh nilai pendapatan yang masih akan diterima sejumlah Rp1,25 miliar atau sebesar 63,07% dari perolehan tahun 2023 sebesar Rp763,74 miliar. Perubahan ini disebabkan oleh meningkatnya nilai pendapatan masih akan diterima dari pihak berelasi sebesar 107,89%.

In 2024, the Company's accrued income totaled Rp1.25 billion, 63.07% compared to 2023 at Rp763.74 billion. This change can be attributed to the increase in the value of accrued income from related parties, by 107.89%.

Uang Muka dan Biaya Dibayar di Muka

(Dalam ribuan rupiah)

Advances and Prepaid Expenses

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Biaya Dibayar di Muka / Prepaid Expenses	204.405.722	167.365.297	37.040.425	22,13
Uang Muka Pihak Ketiga / Third Parties Advances	112.662.551	81.937.291	30.725.260	37,50
Uang Muka Dinas / Operating Advances	4.612.779	10.881.934	(6.269.155)	(57,61)
Jumlah / Total	321.681.052	260.184.522	61.496.530	23,64

Hingga 31 Desember 2024, uang muka dan biaya dibayar di muka tercatat sejumlah Rp321,68 miliar, mengalami kenaikan sebesar 23,64% atau sejumlah Rp61,50 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp260,18 miliar. Perubahan ini disebabkan oleh meningkatnya nilai uang muka pihak ketiga dan biaya dibayar dimuka tahun 2024.

As of December 31, 2024, advances and prepaid expenses were recorded at Rp321.68 billion, increased by 23.64% or Rp61.50 billion compared to the previous year at Rp260.18 billion. This change was attributed to the increase in the value of third party down payments and prepaid expenses in 2024.

Pajak Dibayar Di Muka

(Dalam ribuan rupiah)

Prepaid Taxes

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Perusahaan / The Company				
Pajak penghasilan / Income Tax				
Pasal 28a / Article 28a				
Pasal 21 / Article 21	26.917.534	-	26.917.534	100,00
2023	130.584.254	128.074.019	2.510.235	1,96
2022	-	96.201.568	0	0,00
Pajak Pertambahan Nilai / Value-Added Tax	338.401.373	378.611.594	(40.210.221)	(10,62)
Sub-Jumlah / Subtotal	495.903.161	602.887.181	(106.984.020)	(17,75)
Entitas Anak / Subsidiaries				
Pajak penghasilan / Income Tax				
Pasal 28a / Article 28a				
Pasal 21 / Article 21	10.145.594	-	10.145.594	100,00
2024	4.291.602	-	4.291.602	100,00
2023	28.858.784	28.758.711	100.073	0,35
Pajak Pertambahan Nilai / Value-Added Tax	94.644.382	58.654.531	35.989.851	61,36
Sub-Jumlah / Subtotal	137.940.362	87.413.242	50.527.120	57,80
Jumlah / Total	633.843.523	690.300.423	(56.456.900)	(8,18)

Di tahun 2024, Perseroan mencatatkan penurunan terhadap nilai pajak dibayar di muka sebesar 8,18% dari Rp690,30 miliar pada tahun 2023 menjadi Rp633,84 miliar. Perubahan ini terjadi karena adanya penurunan atas nilai pajak penghasilan Perusahaan sebesar 17,75% di tahun 2024.

Aset Lancar Lainnya

Hingga 31 Desember 2024, Perseroan mencatatkan realisasi aset lancar lainnya mencapai Rp138,90 miliar, meningkat sebesar 12,29% atau sejumlah Rp15,20 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp123,70 miliar. Saldo tersebut merupakan uang jaminan atas bank garansi, dana sehubungan dengan pemakaian jasa parkir yang menggunakan kartu *multitrip* dan investasi jangka pendek.

Aset Tidak Lancar

Di tahun 2024, Perseroan mencatatkan aset tidak lancar sejumlah Rp80,27 triliun. Jumlah ini meningkat sebesar 17,44% atau sejumlah Rp11,92 triliun dari tahun sebelumnya sebesar Rp68,35 triliun. Perubahan ini dipengaruhi oleh meningkatnya nilai piutang lain-lain dan pendapatan yang akan diterima jangka panjang serta meningkatnya nilai aset sebesar 30,04%.

Investasi Entitas Asosiasi dan Ventura Bersama

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal untuk Moda Integrasi dan BPRS / Nominal for Integration Mode and BPRS	Persentase / Percentage
Entitas Asosiasi / Associates				
PT Moda Integrasi Transportasi Jabodetabek	29.802.854	28.617.769	1.185.085	4,14
PT BPRS Baiturridha Pusaka	12.887.266	9.519.838	3.367.428	35,37
Ventura Bersama / Joint Venture				
PT Pilar Sinergi BUMN Indonesia	6.165.535.579	5.708.376.759	457.158.820	8,01
KSO Bumi Kalog	46.050.395	42.005.447	4.044.948	9,63
KSO B Kalog	17.132.932	16.876.931	256.001	1,52
KSO PT KAPM - PT Mega Dasa Semesta	3.011.880	2.973.405	38.475	1,29
Jumlah / Total	6.274.420.906	5.808.370.149	466.050.757	8,02

Di tahun 2024, Perseroan mencatatkan investasi Entitas Asosiasi dan Ventura Bersama sejumlah Rp6,27 triliun, mengalami kenaikan sebesar 8,02% atau sejumlah Rp466,05 miliar jika di bandingkan dengan tahun 2023 sebesar Rp5,81 triliun. Perubahan ini terjadi karena meningkatnya nilai investasi pada entitas asosiasi dan ventura bersama.

In 2024, the Company recorded a decrease in prepaid taxes of 8.18% from Rp690.30 billion in 2023 to Rp633.84 billion. This change was attributed to a decrease in the Company's income tax value by 17.75% in 2024.

Other Current Assets

As of December 31, 2024, the Company recorded other current assets of Rp138.90 billion, an increase of 12.29% or Rp15.20 billion compared to that of 2023 at Rp123.70 billion. The balance represents collateral for bank guarantees, funds related to the use of parking services using multitrip cards and short-term investments.

Non-Current Assets

In 2024, the Company recorded non-current assets of Rp80.27 trillion, indicating an increase of 17.44% or 11.92 trillion compared to the previous year at Rp68.35 trillion. This change was due to the increase in the value of other receivables and long-term income and the increase in asset value by 30.04%.

Investment in Associates and Joint Ventures

(In thousands of Rupiah)

In 2024, the Company recorded investments in Associates and Joint Ventures of Rp6.27 trillion, an increase by 8.02% or Rp466.05 billion compared to 2023 of Rp5.81 trillion. This change was due to the increase in the value of investments in associate entities and joint ventures.

Investasi Jangka Panjang

(Dalam ribuan rupiah)

Long-Term Investment

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
PT Fintek Karya Nusantara				
Saldo awal investasi / Beginning Balance of Invesment	35.747.769	24.176.000	11.571.769	47,86
Perubahan Nilai Wajar / Fair Value Changes	23.229.718	11.571.769	11.657.949	100,74
Saldo akhir investasi / Ending Balance of Investment	58.977.487	35.747.769	23.229.718	64,98

Hingga 31 Desember 2024, Perseroan mencatatkan investasi jangka panjang sejumlah Rp58,98 miliar, mengalami kenaikan sebesar 64,98% atau Rp23,23 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp35,75 miliar. Perubahan ini disebabkan oleh meningkatnya nilai investasi jangka panjang pada PT Fintek Karya Nusantara di tahun 2024.

As of December 31, 2024, the Company recorded long-term investment of Rp59.98 billion, an increase by 64.98% or Rp23.23 billion compared to the previous year of Rp35.75 billion. This change was due to the increase in the value of long-term investments in PT Fintek Karya Nusantara in 2024.

Aset Pajak Tangguhan

Di tahun 2024, Perseroan mencatatkan aset pajak tangguhan sejumlah Rp1,64 triliun, mengalami kenaikan sebesar 34,99% atau sejumlah Rp425,84 miliar dari Rp1,22 triliun pada tahun 2023. Perubahan ini disebabkan oleh meningkatnya nilai aset tetap dan adanya penurunan liabilitas atas imbalan kerja.

Deferred Tax Assets

In 2024, the Company recorded deferred tax assets of Rp1.64 trillion, up by 34.99% or Rp425.84 billion from Rp1.22 trillion in 2023. This change was due to an increase in the value of fixed assets and a decrease in liabilities for employee benefits.

Aset Tetap

(Dalam ribuan rupiah)

Fixed Assets

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Biaya Perolehan / Ending Balance of Investment				
Sarana / Rolling Stock				
Lokomotif / Locomotive	9.443.910.756	9.443.910.756	0	0,00
Kereta / Train	16.492.156.898	14.380.671.999	2.111.484.899	14,68
Gerbong / Wagons	4.396.179.136	4.396.179.136	0	0,00
Prasarana / Infrastructure				
Tanah / Land	164.133.013	166.911.132	(2.778.119)	(1,66)
Bangunan / Building	3.163.707.395	2.750.982.870	412.724.525	15,00
Prasarana dan instalasi / Infrastructure and Installation	1.647.803.441	1.499.450.585	148.352.856	9,89
Fasilitas / Facilities				
Mesin dan Peralatan / Machinery and Equipment	3.144.536.708	2.934.860.627	209.676.081	7,14
Kendaraan / Vehicles	122.517.568	94.683.369	27.834.199	29,40
Inventaris / Supplies	182.332.357	173.179.844	-50.662.276	(29,25)
Aset dalam Pembangunan / Assets under Construction	3.274.573.625	1.637.067.007	1.637.506.618	100,03
Jumlah / Total	42.031.850.897	37.477.897.325	4.553.953.572	12,15

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Akumulasi Penyusutan / Accumulated Depreciation	12.410.851.408	10.876.893.914	1.533.957.494	14,10
Penurunan Nilai Aset Tetap / Impairment of Fixed Assets	215.846.056	230.372.407	-14.526.351	(6,31)
Nilai Tercatat / Carrying Value	29.405.153.433	26.370.631.004	3.034.522.429	11,51

Hingga 31 Desember 2024, nilai realisasi aset tetap Perusahaan tercatat sejumlah Rp29,41 triliun, meningkat sebesar 11,51% atau sejumlah Rp3,03 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp26,37 triliun. Perubahan ini disebabkan oleh meningkatnya nilai saldo akhir saldo tetap atas sarana, prasarana dan fasilitas Perusahaan di tahun 2024.

As of December 31, 2024, the Company's fixed asset realization value was recorded at Rp29.41 trillion, an increase of 11.51% or Rp3.03 trillion compared to the realization in 2023 of Rp26.37 trillion. This change was due to the increase in the final balance of the Company's fixed assets, infrastructure and facilities in 2024.

Properti Investasi

(Dalam ribuan rupiah)

Investment Properties

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost				
Tanah / Land	15.412.057	12.633.938	2.778.119	21,99
Bangunan / Buildings	404.835.658	322.773.549	82.062.109	25,42
Jumlah / Total	420.247.715	335.407.487	84.840.228	25,29
Akumulasi Penyusutan / Accumulated Depreciation	99.182.581	88.501.818	10.680.763	12,07
Nilai Tercatat / Carrying Value	321.065.134	246.905.669	74.159.465	30,04

Di tahun 2024, Perseroan mencatatkan properti investasi sejumlah Rp321,07 miliar. Jumlah ini meningkat sebesar 30,04% atau sejumlah Rp74,16 miliar dari tahun sebelumnya sebesar Rp246,91 miliar. Perubahan ini disebabkan oleh meningkatnya nilai saldo akhir pada properti investasi yang dilakukan Perusahaan di tahun 2024.

In 2024, the Company recorded investment properties amounting to Rp321.07 billion. This amount increased by 30.04% or Rp74.16 billion from the previous year of Rp246.91 billion. This change was due to the increase in the final balance value of investment properties carried out by the Company in 2024.

Hak Pengoperasian Aset Prasarana

(Dalam ribuan rupiah)

Infrastructure Assets Operating Rights

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost				
Hak Pengoperasian / Operating Rights				
Aset Prasarana – Konsesi / Operating Rights – Concession	28.424.655.436	28.335.361.035	89.294.401	0,32
Non-Konsesi / Non-Concession	2.356.946.553	2.356.946.553	0	0,00

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pekerjaan dalam Proses Konstruksi / Construction in Profess				
Konsesi / Concession	474.509.853	381.997.205	92.512.648	24,22
Non-Konsesi / Non-Concession	1.536.131.222	1.051.876.253	(898.263.131)	(85,40)
Jumlah / Total	32.792.243.064	32.126.181.046	666.062.018	2,07
Akumulasi Penyusutan / Accumulated Depreciation	2.143.234.739	1.428.505.382	714.729.357	50,03
Nilai Tercatat / Carrying Amount	30.649.008.325	30.697.675.664	(48.667.339)	(0,16)

Di tahun 2024, Perseroan mencatatkan hak pengoperasian aset prasarana sejumlah Rp30,65 triliun, mengalami penurunan sebesar 0,16% atau sejumlah Rp48,67 miliar jika dibandingkan dengan tahun 2023 sejumlah Rp30,70 triliun. Perubahan ini terjadi karena adanya penurunan pada nilai pekerjaan dalam proses konstruksi non-consensi sebesar 85,40%.

In 2024, the Company recorded infrastructure assets operating rights or Rp30.65 trillion, a decrease of 0.16% or Rp48.67 trillion compared to that of 2023 at Rp30.70 trillion. This change was attributed to a decrease in the value of work in the non-concession construction process by 85.40%.

Aset Tak Berwujud

(Dalam ribuan rupiah)

Intangible Assets

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost				
Sertifikat Tanah / Land Certificate	808.736.530	527.129.548	281.606.982	53,42
Piranti Lunak / Software	442.198.163	313.206.795	128.991.368	41,18
Aset dalam Penyelesaian / Construction in Progress	70.031.914	100.969.676	(30.937.762)	(30,64)
Jumlah / Total	1.320.966.607	941.306.019	379.660.588	40,33
Akumulasi penyusutan / Accumulated Depreciation	427.297.491	365.074.608	62.222.883	17,04
Nilai Tercatat / Carrying Amount	893.669.116	576.231.411	317.437.705	55,09

Hingga 31 Desember 2024, Perseroan mencatatkan aset tak berwujud sejumlah Rp893,67 miliar, mengalami peningkatan sebesar 55,09% atau sejumlah Rp317,44 miliar jika dibandingkan dengan tahun sebelumnya sejumlah Rp576,23 miliar. Perubahan ini disebabkan oleh adanya peningkatan nilai aset tak berwujud pada sertifikat tanah sebesar 53,42% dan piranti lunak sebesar 41,18%.

As of December 31, 2024, the Company recorded intangible assets of Rp893.67 billion, an increase of 55.09% or Rp317.44 billion compared to that of the previous year at Rp576.23 billion. This change was attributed to an increase in the value of intangible assets in land certificates by 53.42% and software by 41.18%.

Aset Hak Guna

(Dalam ribuan rupiah)

Right of Use Assets

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost				
Tanah / Land	20.469.107	20.503.811	(34.704)	(0,17)
Bangunan / Buildings	5.872.002	6.656.638	(784.636)	(11,79)
Instalasi Bergerak / Equipments	83.654.095	35.048.185	48.605.910	138,68
Fasilitas / Facilities				
Kendaraan / Vehicles	42.186.276	34.135.122	8.051.154	23,59
Inventaris / Supplies	92.846.423	89.175.993	3.670.430	4,12
Jumlah / Total	245.027.903	185.519.749	59.508.154	32,08
Akumulasi Penyusutan / Accumulated Depreciation	133.104.155	93.367.429	39.736.726	42,56
Nilai Tercatat / Carrying Amount	111.923.748	92.152.320	19.771.428	21,46

Di tahun 2024, Perseroan mencatatkan nilai aset hak guna sejumlah Rp111,92 miliar, mengalami kenaikan sebesar 21,46% atau sejumlah Rp19,77 miliar dari perolehan tahun sebelumnya sejumlah Rp92,15 miliar. Perubahan ini terjadi karena adanya peningkatan pada nilai aset hak guna pada instalasi bergerak dan fasilitas berupa kendaraan dan investasi.

In 2024, the Company recorded rights of use assets of Rp111.92 billion, an increase by 21.46% compared to the previous year at Rp92.15 billion. This change was attributed to an increase in the value of right-of-use assets on mobile installations and facilities in the form of vehicles and investments.

Aset Tidak Lancar Lainnya

(Dalam ribuan rupiah)

Other Non-Current Assets

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Aset Non-Kuangan / Non-Financial Assets				
Aset Diberhentikan Operasi / Assets Discontinued from Operations	120.935.985	120.935.985	0	0,00
Persediaan Scrap / Scrap Inventories	31.443.812	31.443.812	0	0,00
Instalasi Bergerak / Equipments				
Dikurangi: Cadangan Kerugian Penurunan Nilai / Less: Allowance for Impairment Losses	(152.379.791)	(52.379.791)	(100.000.000)	190,91
Aset Non-Kuangan – Neto / Non-Financial Assets – Net	6	6	0	0,00
Aset Keuangan / Financial Assets				
Dana Pensiun Pegawai / Pension Funds	90.136.693	91.258.933	(1.122.240)	(1,23)
Dana Kesehatan Pegawai / Employee Health Fund	40.891.764	60.679.342	(19.787.578)	(32,61)
Dana Cadangan Tantiem / Tantiem’s Reserve Fund	17.167.887	7.592.201	9.575.686	126,13
Aset Keuangan Lainnya / Other Financial Assets	59.947.934	52.526.621	7.421.313	14,13
Dikurangi: Cadangan Kerugian Penurunan Nilai sebelumnya / Less: Previous Allowance for Impairment Losses				
Aset Keuangan – Neto / Financial Assets – Net	208.144.278	212.057.097	(3.912.819)	(1,85)
Neto / Net	208.144.284	212.057.103	(3.912.819)	(1,85)

Realisasi aset tidak lancar lainnya pada tahun 2024 mencapai Rp208,14 miliar, mengalami penurunan sebesar 1,85% atau sejumlah Rp3,91 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp212,06 miliar. Perubahan ini disebabkan oleh menurunnya nilai aset keuangan pada dana pensiun pegawai dan kesehatan pegawai di tahun 2024.

LIABILITAS

Hingga 31 Desember 2024, Perseroan mencatatkan nilai liabilitas sejumlah Rp61,77 triliun, mengalami kenaikan sebesar 22,40% atau sejumlah Rp11,31 triliun jika dibandingkan pada periode tahun 2023 sejumlah Rp50,47 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang sebesar 38,96%.

Liabilitas Jangka Pendek

Di tahun 2024, Perseroan mencatatkan nilai liabilitas jangka pendek Perseroan sejumlah Rp16,55 triliun, mengalami penurunan sebesar 7,57% atau sejumlah Rp1,38 triliun jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp17,92 triliun. Perubahan ini disebabkan oleh meningkatnya nilai utang usaha pada pihak berelasi dan pihak ketiga di tahun 2024.

Liabilitas Jangka Panjang

Di tahun 2024, Perseroan mencatatkan nilai liabilitas jangka panjang sejumlah Rp45,23 triliun, mengalami peningkatan sebesar 38,96% atau sejumlah Rp12,68 triliun jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp32,55 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang pada pinjaman jangka panjang serta pencatatan pada obligasi dan sukuk di tahun 2024.

Utang Usaha

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi / Related Parties	1.796.057.807	4.976.299.233	(3.180.241.426)	(63,91)
Pihak Ketiga / Third Parties	2.262.552.410	2.394.977.405	(132.424.995)	(5,53)
Utang Usaha / Trade Payables	4.058.610.217	7.371.276.638	(3.312.666.421)	(44,94)

Di tahun 2024, utang usaha Perseroan sejumlah Rp4,06 triliun, mengalami penurunan sebesar 44,94% atau sejumlah Rp3,31 triliun jika di bandingkan dengan tahun 2023 sebesar Rp7,37 triliun. Perubahan ini disebabkan oleh menurunnya nilai utang usaha pada pihak berelasi dan pihak ketiga.

In 2024, non-current assets were recorded at Rp208.14 billion, decreased by 1.85% or Rp3.91 billion compared to the 2023 at Rp212.06 billion. This decrease was attributed to a decrease in the value of financial assets in employee pension funds and employee health in 2024.

LIABILITIES

As of December 31, 2024, the Company recorded liabilities of Rp61.77 trillion, an increase of 22.50% or Rp11.31 trillion compared to that of 2023 at Rp50.47 trillion. This was attributed to the increase in the non-current liabilities of 38.96%.

Current Liabilities

In 2024, the Company recorded current liabilities of Rp16.55 trillion, a decrease by 7.57% of Rp1.38 trillion compared to the 2023 realization of Rp17.92 trillion. This change was due to the increase in the value of trade receivables to related parties and third parties in 2024.

Non-Current Liabilities

In 2024, the Company recorded non-current liabilities of Rp45.23 trillion, an increase by 38.96% compared to 2023 at Rp32.55 trillion. This change was attributed to the increase in the value of non-current liabilities on long-term loans and the recording of bonds and sukuk in 2024.

Trade Payables

(In thousands of Rupiah)

In 2024, the Company recorded trade payables of Rp4.06 trillion, a decrease of 44.94% compared to that of 2023 at Rp3.31 trillion. This change was attributed to a decrease in the value of trade debt to related parties and third parties.

Beban AkruaI dan Provisi

(Dalam ribuan rupiah)

Accruals and Provisions

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Beban Akrual / Accruals				
Biaya Umum dan Administrasi / General and Administrative Expenses	1.427.482.433	587.226.416	840.256.017	143,09
Biaya Operasi Langsung / Direct Operating Expenses	846.534.452	846.030.286	504.166	0,06
Biaya Operasi Tidak Langsung / Indirect Operating Expenses	271.106.586	770.061.237	(498.954.651)	(64,79)
Jumlah Beban Akrual / Total Accruals	2.545.123.471	2.203.317.939	341.805.532	15,51

Hingga 31 Desember 2024, beban akrual dan provisi tercatat sebesar Rp2,55 triliun, mengalami peningkatan sebesar 15,51% atau sejumlah Rp341,81 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp2,20 triliun. Perubahan ini disebabkan oleh meningkatnya nilai beban umum dan administrasi yang ditanggung oleh Perusahaan di tahun 2024.

As of December 31, 2024, accruals and provisions were recorded at Rp2.55 trillion, an increase of 15.51% or Rp341.81 billion compared to the previous year at Rp2.20 trillion. This was due to the increase in the value of general and administrative expenses borne by the Company in 2024.

Utang Pajak

(Dalam ribuan rupiah)

Taxes Payable

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Perusahaan / The Company				
Pajak penghasilan / Income Tax				
Pasal 21 / Article 21	971.339	160.887.278	(159.915.939)	(99,40)
Pasal 22 / Article 22	9.578.152	9.771.232	(193.080)	(1,98)
Pasal 23 / Article 23	15.380.884	23.138.521	(7.757.637)	(33,53)
Pasal 29 / Article 29	1.105.592.680	-	1.105.592.680	100,00
Pasal 4(2) / Article 4(2)	9.865.166	29.350.740	(19.485.574)	(66,39)
Pajak pertambahan nilai / Value Added Tax	421.384.185	342.704.025	78.680.160	22,96
Sub-Jumlah / Subtotal	1.562.772.406	565.851.796	996.920.610	176,18
Entitas anak / Subsidiaries				
Pajak penghasilan / Income Tax				
Pasal 21 / Article 21	4.729.675	26.818.157	(22.088.482)	(82,36)
Pasal 23 / Article 23	5.760.467	2.010.181	3.750.286	186,56
Pasal 25 / Article 25	2.138.499	4.812.198	(2.673.699)	(55,56)
Pasal 29 / Article 29	21.308.183	12.178.166	9.130.017	74,97
Pasal 4(2) / Article 4(2)	6.088.532	6.503.551	(415.019)	(6,38)
Pajak pertambahan nilai / Value Added Tax	9.125.340	3.571.454	5.553.886	155,51
Sub-Jumlah / Subtotal	49.150.696	55.893.707	(6.743.011)	(12,06)
Jumlah / Total	1.611.923.102	621.745.503	990.177.599	159,26

Di tahun 2024, Perseroan mencatatkan utang pajak sejumlah Rp1,61 triliun, mengalami kenaikan sebesar 159,26% atau sejumlah Rp990,18 miliar jika dibandingkan dengan tahun sebelumnya sejumlah Rp621,75 miliar. Perubahan ini terjadi karena adanya peningkatan utang pajak perusahaan sebesar 176,18%.

In 2024, the Company recorded taxes payable of Rp1.61 trillion, an increase by 159.26% or Rp990.18 billion compared to the previous year at Rp621.75 billion. This change was attributed to the increase in the Company's taxes payable of 176.18%.

Pinjaman Bank Jangka Pendek

(Dalam ribuan rupiah)

Short-Term Bank Loans

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi / Related Parties	2.871.114.393	988.523.138	1.882.591.255	190,44
Pihak Ketiga / Third Parties				
PT Bank Central Asia Tbk	98.556.558	400.000.000	(301.443.442)	(75,36)
PT Bank CIMB Niaga Tbk	98.556.558	-	98.556.558	100,00
PT Bank Permata Tbk	2.000.000	-	2.000.000	100,00
PT BPD Sumatera Utara	17.928.551	2.056.743	15.871.808	771,70
Sub-Jumlah / Subtotal	217.041.667	402.056.743	(185.015.076)	(46,02)
Jumlah / Total	3.070.227.509	1.388.523.138	1.681.704.371	121,11

Di tahun 2024, Perseroan mencatatkan pinjaman bank jangka pendek sejumlah Rp3,07 triliun, mengalami peningkatan sebesar 121,11% atau sejumlah Rp1,68 triliun jika di bandingkan dengan tahun 2023 sebesar Rp1,39 triliun. Perubahan ini disebabkan oleh meningkatnya pinjaman pada pihak berelasi sebesar 190% di tahun 2024.

In 2024, the Company recorded short-term bank loans of Rp3.07 trillion, an increase by 121.11% or Rp1.68 trillion compared to 2023 at Rp1.39 trillion. This change was due to an increase in the loan to related parties of 190% in 2024.

Pinjaman Jangka Panjang

(Dalam ribuan rupiah)

Long-Term Loans

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pihak Berelasi / Related Parties				
Pihak Berelasi / Related Parties	18.175.754.013	12.829.344.797	5.346.409.216	41,67
Pihak Ketiga / Third Parties				
China Development Bank	7.149.335.122	-	7.149.335.122	100,00
PT Bank Central Asia Tbk	3.232.468.178	3.419.813.820	(187.345.642)	(5,48)
PT BPD Sumatera Utara	599.644.576	297.749.174	301.895.402	101,39
PT Bank DKI	575.616.922	568.687.305	6.929.617	1,22
PT Bank KEB Hana Indonesia	575.616.922	568.687.305	6.929.617	1,22
PT Bank Mega Tbk	575.616.922	568.687.305	6.929.617	1,22
PT Bank Pembangunan Daerah Papua	497.112.072	-	497.112.072	100,00
PT BPD Sumatera Selatan dan Bangka Belitung	331.801.284	327.806.864	3.994.420	1,22
PT Bank CIMB Niaga Tbk	55.939.841	2.470.630.404	(2.414.690.563)	(97,74)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Export-Import Bank of United States	9.860.152	100.890.342	(91.030.190)	(90,23)
PT Bank Shinhan	-	284.343.654	(284.343.654)	0,00
Sub-Jumlah / Subtotal	13.603.011.991	8.607.296.173	4.995.715.818	58,04
Jumlah / Total	31.778.766.004	21.436.640.970	10.342.125.034	48,25
Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Current Portion of Long-Term Loans Maturing				
Pihak Berelasi / Related Parties	1.198.921.707	929.940.459	268.981.248	28,92
Pihak Ketiga / Third Parties				
PT Bank Central Asia Tbk	291.696.225	235.672.613	56.023.612	23,77
PT Bank CIMB Niaga Tbk	77.974.898	18.221.633	59.753.265	327,92
PT Bank KEB Hana Indonesia	17.948.186	4.194.238	13.753.948	327,92
PT Bank DKI	17.948.186	4.194.238	13.753.948	327,92
PT Bank Mega Tbk	17.948.186	4.194.238	13.753.948	327,92
PT Bank Pembangunan Daerah Papua	15.191.533	-	15.191.533	100,00
PT BPD Sumatera Selatan dan Bangka Belitung	10.941.686	2.556.918	8.384.768	327,92
Export-Import Bank of United States	9.860.152	91.485.309	(81.625.157)	(89,22)
PT Bank Shinhan Indonesia	8.974.093	2.097.119	6.876.974	327,92
Sub-Jumlah / Subtotal	486.411.696	364.673.049	121.738.647	33,38
Jumlah Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Total Current Portion of Long-Term Loans	1.685.333.403	1.294.613.508	390.719.895	30,18
Bagian Jangka Panjang / Long-Term Loans Portion	30.093.432.601	20.142.027.462	9.951.405.139	49,41

Hingga 31 Desember 2024, Perseroan mencatatkan pinjaman jangka panjang sejumlah Rp30,09 triliun, mengalami kenaikan sebesar 49,41% atau sejumlah Rp9,95 triliun jika dibandingkan dengan tahun sebelumnya sebesar Rp20,14 triliun. Perubahan ini disebabkan oleh meningkatnya pinjaman jangka panjang Perusahaan di tahun 2024.

As of December 31, 2024, the Company recorded long-term loans of Rp30.09 trillion, up by 49.41% or Rp9.95 trillion compared to the previous year of Rp20.14 trillion. This change was due to an increase in the Company's long-term loan in 2024.

Utang Obligasi

(Dalam ribuan rupiah)

Bonds Payable

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Obligasi I Kereta Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I Year 2017				
Seri B / Series B	-	1.000.000.000	(1.000.000.000)	0,00
Sub Jumlah / Subtotal	-	1.000.000.000	(1.000.000.000)	0,00
Obligasi II Kereta Api Indonesia Tahun 2019 / Kereta Api Indonesia Bond II Year 2019				
Seri A / Series A	-	900.000.000	(900.000.000)	0,00
Seri B / Series B	1.100.000.000	1.100.000.000	0	0,00
Sub Jumlah / Subtotal	1.100.000.000	2.000.000.000	(900.000.000)	(45,00)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Obligasi Berkelanjutan I Kereta Api Indonesia Api Indonesia Tahun 2022 / Kereta Api Indonesia Sustainable Bond I Year 2022				
Seri A / Series A	634.000.000	634.000.000	0	0,00
Seri B / Series B	866.000.000	866.000.000	0	0,00
Sub Jumlah / Subtotal	1.500.000.000	1.500.000.000	0	0,00
Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Bonds I Phase II Year 2024				
Seri A / Series A	67.000.000	-	0	0,00
Seri B / Series B	295.500.000	-	0	0,00
Seri C / Series C	337.500.000	-	0	0,00
Sub Jumlah / Subtotal	700.000.000	-	0	0,00
Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Bonds II Phase I Year 2024				
Seri A / Series A	437.800.000	-	0	0,00
Seri B / Series B	448.360.000	-	0	0,00
Seri C / Series C	613.840.000	-	0	0,00
Sub Jumlah / Subtotal	1.500.000.000	-	0	0,00
Jumlah	4.800.000.000	4.500.000.000	300.000.000	6,67
Biaya Penerbitan Obligasi yang belum Diamortisasi / Unamortized Bond Issuance Cost	(13.165.392)	(6.677.456)	(6.487.936)	97,16
Jumlah Utang Obligasi / Total Bonds Payable	4.786.834.608	4.493.322.544	293.512.064	6,53
Bagian Utang Obligasi yang Jatuh Tempo dalam Satu Tahun / Portion of Bonds Maturing within One Year				
Obligasi I Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I				
Seri B / Series B	-	1.000.000.000	(1.000.000.000)	0,00
Obligasi Berkelanjutan I Kereta Api Indonesia Api Indonesia Tahun 2019 / Kereta Api Indonesia Sustainable Bond I Year 2019				
Seri A / Series A	-	900.000.000	(900.000.000)	0,00
Biaya Penerbitan Obligasi yang belum Diamortisasi / Unamortized Bond Issuance Cost	-	(1.147.075)	1.147.075	0,00
Jumlah Bagian Obligasi yang Jatuh Tempo dalam Satu Tahun / Total Portion of Bonds Maturing within One Year	-	1.898.852.925	(1.898.852.925)	0,00
Utang Obligasi Jangka Panjang / Long-Term Bonds Payable	4.786.834.608	2.594.469.619	2.192.364.989	84,50

Hingga 31 Desember 2024, Perseroan mencatatkan utang obligasi yang jatuh tempo dalam satu tahun Perseroan adalah 4.786.834.608, yaitu untuk Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 dan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024.

As of December 31, 2024, the Company recorded the Company's bond payables maturing within one year of 4,786,834,608, namely for Kereta Api Indonesia Sustainable Bond I Phase II Year 2024 and Kereta Api Indonesia Sustainable Bond II Phase I Year 2024.

Liabilitas Jangka Pendek Lainnya

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Titipan Pegawai / Employee Deposits	62.969.940	60.909.704	2.060.236	3,38
Uang Jaminan / Security Deposits	5.239.503	5.960.655	(721.152)	(12,10)
Lain-lain / Others	25.299.492	24.931.641	367.851	1,48
Jumlah / Total	93.508.935	91.802.000	1.706.935	1,86

Di tahun 2024, Perseroan mencatatkan liabilitas jangka pendek lainnya sejumlah Rp93,51 miliar, mengalami kenaikan sebesar 1,85% atau sejumlah Rp1,71 miliar jika dibandingkan dari tahun sebelumnya sejumlah Rp91,80 miliar. Perubahan ini disebabkan oleh meningkatnya liabilitas berupa titipan pegawai dan lain-lain.

Other Current Liabilities

(In thousands of Rupiah)

In 2024, the Company recorded other current liabilities of Rp93.51 billion, up by 1.85% or Rp1.71 billion compared to the previous year of Rp91.80 billion. This change was caused by an increase in liabilities in the form of employee deposits and others.

Liabilitas Jangka Panjang

Di tahun 2024, Perseroan mencatatkan nilai realisasi liabilitas jangka panjang sejumlah Rp45,23 triliun, mengalami kenaikan sebesar 38,96% atau sejumlah Rp12,68 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp32,55 triliun. Perubahan ini disebabkan oleh adanya pencatatan obligasi dan sukuk di tahun 2024.

Non-Current Liabilities

In 2024, the Company recorded non-current liabilities of Rp45.23 trillion, up by 38.96% or Rp12.68 trillion compared to 2023 at Rp32.55 trillion. This change was caused by the listing of bonds and sukuk in 2024.

Liabilitas Sewa

Di tahun 2024, Perseroan mencatatkan nilai realisasi liabilitas sewa sejumlah Rp69,42 miliar, mengalami penurunan sebesar 6,40% atau sejumlah Rp4,74 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp74,17 miliar. Perubahan ini disebabkan oleh meningkatnya nilai bunga dan bagian jatuh tempo satu tahun.

Lease Liabilities

In 2024, the Company recorded a realization value of lease liabilities of Rp69.42 billion, a decrease of 6.40% or Rp4.74 billion when compared to the realization in 2023 of Rp74.17 billion. This change was due to an increase in the value of interest and the one-year maturity portion.

Pendapatan Diterima di Muka

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Jatuh Tempo dalam Satu Tahun / Current Maturities				
Non Angkutan / Non-Transportation	812.850.034	700.443.816	112.406.218	16,05
Angkutan Penumpang / Passenger Transportation	641.165.987	547.600.796	93.565.191	17,09
Angkutan Barang / Freight Transportation	76.884.941	33.593.086	43.291.855	128,87
Jumlah / Total	1.530.900.962	1.281.637.698	249.263.264	19,45
Jangka Panjang Lebih dari Satu Tahun / Long-Term Maturity				
Non Angkutan / Non-Transportation	797.211.219	834.563.297	(37.352.078)	(4,48)

Unearned Revenue

(In thousands of Rupiah)

Di tahun 2024, Perseroan mencatatkan nilai pendapatan yang diterima di muka sejumlah Rp1,53 triliun, mengalami kenaikan sebesar 19,45% atau sejumlah Rp249,26 miliar jika dibandingkan dari tahun sebelumnya sejumlah Rp1,28 triliun. Perubahan ini didorong oleh meningkatnya nilai pendapatan diterima dimuka yang jatuh tempo pada non angkutan, angkutan penumpang dan angkutan barang.

In 2024, the Company recorded an unearned income of Rp1.53 trillion, an increase of 19.45% or Rp249.26 billion compared to the previous year of Rp1.28 trillion. This change was driven by an increase in the value of prepaid income due on non-transportation, passenger transportation and freight transportation.

Liabilitas Imbalan Kerja Jangka Panjang

(Dalam ribuan rupiah)

Long-Term Employee Benefits Liabilities

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Program Pensiun Eks PNS / Pension Plan for Ex-PNS	1.065.111.101	1.138.251.753	(73.140.652)	(6,43)
Program Pensiun Eks Perum dan Persero / Pension Plan for Ex-Perum and Persero	4.504.531.649	4.401.673.427	102.858.222	2,34
Imbalan Kerja Lain / Other Employment Benefits	98.545.304	78.591.696	19.953.608	25,39
Jumlah Liabilitas Imbalan Kerja Jangka Panjang / Total Employee Benefit Liabilities	5.668.188.054	5.618.516.876	49.671.178	0,88

Di tahun 2024, Perseroan mencatatkan liabilitas imbalan kerja jangka panjang sejumlah Rp5,67 triliun, mengalami kenaikan sebesar 0,88% atau sejumlah Rp49,67 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp5,62 triliun. Perubahan ini disebabkan oleh meningkatnya nilai imbalan kerja lainnya sebesar 25,39%.

In 2024, the Company recorded long-term employee benefit liabilities of Rp5.67 trillion, up by 0.88% or Rp49.67 billion compared to the previous year of Rp5.62 trillion. This change was caused by an increase in other employee benefits of Rp25.39%.

Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun

Pinjaman Jangka Panjang

Di tahun 2024, Perseroan mencatatkan nilai realisasi pinjaman jangka panjang sejumlah Rp30,09 triliun, mengalami kenaikan sebesar 49,41% atau sejumlah Rp9,95 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp20,14 triliun.

Long-Term Liabilities After Deducting the Portion Due in One Year

Long-Term Loans

In 2024, the Company recorded the realization value of long-term loans of Rp30.09 trillion, up by 49.41% or Rp9.95 trillion compared to the realization in 2023 of Rp20.14 trillion.

Pinjaman Program PEN

Di tahun 2024, Perseroan mencatatkan pinjaman program PEN sejumlah Rp2,37 triliun, mengalami penurunan sebesar 9,72% atau sejumlah Rp255,21 miliar jika dibandingkan dari tahun sebelumnya sebesar Rp2,63 triliun.

PEN Program Loans

In 2024, the Company recorded PEN program loans of Rp2.37 trillion, down by 9.72% or Rp255.21 billion compared to the previous year of Rp2.63 trillion.

Utang Obligasi

Di tahun 2024, Perseroan mencatatkan utang obligasi setelah dikurangi bagian jatuh tempo dalam satu sejumlah Rp4,79 triliun, mengalami kenaikan sebesar 84,50% jika dibandingkan tahun 2023 sejumlah Rp2,59 triliun.

Bonds Payable

In 2024, the Company recorded bonds payable after deducting the maturity portion in one year amounting to Rp4.79 trillion, up by 84.50% compared to 2023 at Rp2.59 trillion.

Sukuk

Hingga 31 Desember 2024, Perseroan mencatatkan sukuk sejumlah Rp1,30 triliun, mengalami peningkatan sebesar 159,82% jika dibandingkan tahun 2023 sejumlah Rp498,59 miliar.

Sukuk

As of December 31, 2024, the Company recorded sukuk amounting to Rp1.30 trillion, up by 159.82% compared to the 2023 of Rp498.59 billion.

Liabilitas Jangka Panjang Lainnya

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Akhir Titipan Dana Iuran Pensiun / Final Balance of Pension Contribution Fund	90.136.693	91.258.933	(1.122.240)	(1,23)
Titipan Dana Kesehatan Pegawai / Employee Health Fund Deposit	40.891.764	60.679.342	(19.787.578)	(32,61)
Tantiem Direksi / Performance Bonus for the Board of Directors	17.167.887	7.592.201	9.575.686	126,13
Jumlah / Total	148.196.344	159.530.476	(11.334.132)	(7,10)

Other Non-Current Liabilities

(In thousands of Rupiah)

Di tahun 2024, Perseroan mencatatkan liabilitas jangka panjang sejumlah Rp148,20 miliar, mengalami penurunan sebesar 7,10% jika dibandingkan tahun 2023 sejumlah Rp159,53 miliar.

In 2024, the Company recorded long-term liabilities of Rp148.20 billion, a decrease of 7.10% compared to 2023 of Rp159.53 billion.

EKUITAS

Di tahun 2024, Perseroan mencatatkan nilai ekuitas sejumlah Rp35,32 triliun, mengalami peningkatan sebesar 14,30% atau sejumlah Rp4,42 triliun dari tahun sebelumnya sejumlah Rp30,91 triliun.

EQUITY

In 2024, the Company recorded an equity value of Rp35.32 trillion, up by 14.30% or Rp4.42 trillion, from the previous year of Rp30.91 trillion.

Modal Ditempatkan dan Disetor Penuh

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Saldo Awal Tahun / Balance at the Beginning of Year	22.368.743.000	19.168.743.000	3.200.000.000	16,69%
Penambahan Modal Disetor / Additional Paid-In Capital	-	3.200.000.000	(3.200.000.000)	0,00
Jumlah / Total	22.368.743.000	22.368.743.000	0	0,00

Issued and Fully Paid Capital

(In thousands of Rupiah)

Di tahun 2024, nilai modal yang ditempatkan dan disetor penuh di tahun 2024 sama seperti tahun 2023 sejumlah Rp22,39 triliun.

In 2024, the value of issued and fully paid capital similar with that of 2023 at Rp22.39 trillion.

Saldo Laba

(Dalam ribuan rupiah)

Retained Earnings

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Ditentukan Penggunaannya (Cadangan Wajib dan Umum) / Appropriated (Mandatory and General Reserves)	11.350.319.578	9.476.398.277	1.873.921.301	19,77
Belum Ditentukan Penggunaannya / Unappropriated	414.661.682	76.609.318	338.052.364	441,27
Jumlah / Total	11.764.981.260	9.553.007.595	2.211.973.665	23,15

Hingga 31 Desember 2024, Perseroan mencatatkan nilai saldo laba sejumlah Rp11,76 triliun, mengalami peningkatan sebesar 23,15% atau sejumlah Rp2,21 triliun jika dibandingkan dari tahun sebelumnya sejumlah Rp9,55 triliun. Perubahan ini disebabkan oleh meningkatnya nilai saldo laba yang belum ditentukan penggunaannya.

As of December 31, 2024, the Company recorded retained earnings of Rp11.76 trillion, up by 23.15% or Rp2.21 trillion compared to the previous year of Rp9.55 trillion. This change was caused by an increase in the value of retained earnings whose use has not been determined.

Komponen Ekuitas Lainnya

(Dalam ribuan rupiah)

Other Equity Components

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Akumulasi Rugi Aktuarial atas Imbalan Kerja / Accumulated Actuar	(886.127.336)	(1.082.459.162)	196.331.826	(18,14)
Selisih Likuidasi / Liquidation Difference	968.135	968.135	0	0,00
Tambahan Modal Disetor atas Pengampunan Pajak / Additional Paid-in Capital for Tax Amnesty	486.081	486.081	0	0,00
Jumlah / Total	(884.673.120)	(1.081.004.946)	196.331.826	(18,16)

Di tahun 2024, Perseroan mencatatkan komponen ekuitas lainnya sejumlah Rp884,67 miliar, mengalami penurunan sebesar 18.16% dari tahun sebelumnya sebesar Rp1,08 triliun. Perubahan ini didorong oleh penurunan ekuitas lainnya pada akumulasi rugi aktuarial atas imbalan kerja di tahun 2024.

In 2024, the Company recorded other equity components of Rp884.67 billion, a decrease of 18.16% from the previous year of Rp1.08 trillion. This change was driven by a decrease in other equity in the accumulation of actuarial losses on employee benefits in 2024.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Profit or Loss and other Comprehensive Income

(Dalam ribuan rupiah)

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pendapatan / Revenues				
Pendapatan Angkutan dan Usaha Lainnya / Transportation and Other Operating Revenues	35.926.409.909	27.764.287.041	8.162.122.868	29,40
Pendapatan Konstruksi / Construction Revenue	181.807.049	7.342.248.533	(7.160.441.484)	(97,52)
Jumlah Pendapatan / Total Revenues	36.108.216.958	35.106.535.574	1.001.681.384	2,85

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Beban Pokok Pendapatan / Cost of Revenues				
Beban Angkutan dan Usaha Lainnya / Transportation and Other Operating Costs	(23.091.708.605)	(19.676.271.707)	(3.415.436.898)	17,36
Beban Konstruksi / Construction Cost	(181.807.049)	(7.342.248.533)	7.160.441.484	(97,52)
Jumlah Beban Pokok Pendapatan / Total Cost of Revenues	(23.273.515.654)	(27.018.520.240)	3.745.004.586	(13,86)
Laba Bruto / Gross Profit	12.834.701.304	8.088.015.334	4.746.685.970	58,69
Beban Usaha / Operating Expenses	(5.233.308.116)	(4.227.212.786)	(1.006.095.330)	23,80
Laba Usaha / Operating Profit	7.601.393.188	3.860.802.548	3.740.590.640	96,89
Penghasilan Keuangan / Finance Income	493.599.135	301.722.909	191.876.226	63,59
Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama / Share in Net Loss of Associates and Joint Ventures	(2.230.032.781)	(507.073.954)	(1.722.958.827)	339,78
Beban Keuangan / Finance Cost	(2.567.137.244)	(1.507.438.966)	(1.059.698.278)	70,30
Selisih Kurs / Foreign Exchanges	179.501.992	(57.275.927)	236.777.919	413,40
Keuntungan (Kerugian) Lain-lain – Bersih / Other Gains (Losses) – Net	(167.215.274)	156.750.557	(323.965.831)	(206,68)
Laba (Rugi) Sebelum Pajak / Income Before Tax	3.310.109.016	2.247.487.167	1.062.621.849	47,28
Beban Pajak Kini / Current Tax Expenses	(1.572.240.079)	(144.914.096)	(1.427.325.983)	984,95
Penyesuaian Pajak Periode Lalu / Past Period Tax Adjustments	90.405.834	(3.475.554)	93.881.388	(2.701,19)
Beban Pajak Tangguhan / Deferred Tax Expenses	394.307.989	(227.549.380)	621.857.369	(273,28)
Laba Tahun Berjalan / Income for Year	2.222.582.760	1.871.548.137	351.034.623	18,76
Penghasilan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba Rugi pada Periode Berikutnya / Other Comprehensive Income (Loss) Not Reclassified to Profit or Loss in Subsequent Periods				
Pengukuran Kembali Liabilitas Imbalan Pasti / Remeasurement of Defined Benefit Obligation	252.661.291	(56.850.198)	309.511.489	(544,43)
Efek Pajak Penghasilan Terkait / Income Tax Effect	(56.148.781)	11.703.462	(67.852.243)	(579,76)
Jumlah Laba (Rugi) Komprehensif Lain – Setelah Pajak / Total Other Comprehensive Income (Loss) – Net of Tax	196.512.510	(45.146.736)	241.659.246	(535,28)
Jumlah Laba (Rugi) Komprehensif Tahun Berjalan / Total Comprehensive Income (Loss) for the Year	2.419.095.270	1.826.401.401	592.693.869	32,45
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada: / Income for the Year Attributable to:				
Pemilik Entitas Induk / Owner of the Parent Entity	2.211.973.665	1.873.921.301	338.052.364	18,04
Kepentingan Non-Pengendali / Non-Controlling Interes	10.609.095	(2.373.164)	12.982.259	(547,04)
Jumlah / Total	2.222.582.760	1.871.548.137	351.034.623	18,76
Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: / Total Comprehensive Income Attributable To:				
Pemilik Entitas Induk / Owner of the Parent Entity	2.408.305.491	1.828.945.530	579.359.961	31,68
Kepentingan Non-Pengendali / Non-Controlling Interes	10.789.779	(2.544.129)	13.333.908	(524,11)
Jumlah / Total	2.419.095.270	1.826.401.401	592.693.869	32,45
Laba (Rugi) per Saham Dasar / Basic Earning (Loss) per Share	99	84	15	17,86

Pendapatan

Hingga 31 Desember 2024, Perseroan mencatatkan pendapatan sejumlah Rp36,11 triliun, mengalami peningkatan sebesar 2,85% atau sejumlah Rp1,00 triliun dari tahun 2023 sejumlah Rp27,76 triliun. Peningkatan pendapatan diperoleh dari pendapatan angkutan dan usaha lainnya sebesar 29,40%.

Beban Pokok Pendapatan

Di tahun 2024, Perseroan mencatatkan realisasi beban pokok pendapatan sejumlah Rp23,27 triliun, mengalami penurunan sebesar 13,86% jika dibandingkan dari realisasi tahun 2023 sebesar Rp27,02 triliun. Perubahan ini disebabkan oleh peningkatan beban angkutan dan usaha lainnya sebesar 17,36%.

Laba Bruto

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Jumlah Pendapatan / Total Revenues	36.108.216.958	35.106.535.574	1.001.681.384	2,85
Jumlah Beban Pokok Pendapatan / Total Cost of Revenues	(23.273.515.654)	(27.018.520.240)	3.745.004.586	(13,86)
Laba Bruto / Gross Profit	12.834.701.304	8.088.015.334	4.746.685.970	58,69

Di tahun 2024, Perseroan mencatatkan laba bruto sejumlah Rp12,83 triliun, mengalami kenaikan sebesar 58,69% jika dibandingkan dari tahun sebelumnya sebesar Rp8,09 triliun. Perubahan ini disebabkan oleh meningkatnya nilai pendapatan Perusahaan di tahun 2024.

Beban Usaha

(Dalam ribuan rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pekerja / Employees	2.635.716.919	2.870.874.456	(235.157.537)	(8,19)
Konsultan, Penelitian dan Pengembangan / Consultant, Research, and Development	878.327.323	80.752.194	797.575.129	987,68
Perlengkapan dan Operasional Kantor / Office Equipment and Operations	306.566.620	214.509.157	92.057.463	42,92
Teknologi dan Sistem Informasi / Information Technology and Systems	251.115.562	191.216.622	59.898.940	31,33
Pemasaran / Marketing	245.699.547	238.721.485	6.978.062	2,92
Penurunan Nilai Aset Keuangan / Impairment of Financial Assets	225.448.093	34.265.549	191.182.544	557,94
Rapat/Akomodasi / Meetings/Accommodation	194.262.247	135.391.442	58.870.805	43,48
Pendidikan dan Pelatihan / Education and Training	151.398.785	149.609.220	1.789.565	1,20
Penyusutan Fasilitas / Depreciation of Facilities	108.514.219	99.798.926	8.715.293	8,73

Revenues

As of December 31, 2024, the Company recorded revenue of Rp36.11 trillion, an increase of 2.85% or Rp1.00 trillion from Rp27.76 trillion in 2023. The increase in revenue was obtained from revenue from transportation and other businesses of 29.40%.

Cost of Revenue

In 2024, the Company recorded the realization of cost of revenue of Rp23.27 trillion, a decrease of 13.86% compared to the realization in 2023 of Rp27.02 trillion. This change was due to an increase in transportation and other business expenses of 17.36%.

Gross Profit

(In thousands of Rupiah)

In 2024, the Company recorded a gross profit of Rp12.83 trillion, up by 58.69% compared to the previous year of Rp8.09 trillion. This change was due to an increase in the Company's revenue value in 2024.

Operating Expenses

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pajak Bumi dan Bangunan / Land and Building Tax	102.101.740	87.764.692	14.337.048	16,34
Administrasi / Administration	134.157.061	124.309.045	9.848.017	7,92
Jumlah / Total	5.233.308.116	4.227.212.786	1.006.095.330	23,80

Di tahun 2024, Perseroan mencatatkan nilai beban usaha sejumlah Rp5,23 triliun, mengalami kenaikan sebesar 23,80% jika dibandingkan dari tahun 2023 sejumlah Rp4,23triliun. Perubahan ini disebabkan oleh meningkatnya beban usaha pada pembayaran konsultan, penelitian dan pengembangan.

In 2024, the Company recorded operating expense of Rp5.23 trillion, up 23.80% compared to 2023 of Rp4.23 trillion. This change was caused by an increase in business expenses on consultant payments, research and development.

Laba Usaha

(Dalam ribuan rupiah)

Operating Profit

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Laba Bruto / Gross Profit	12.834.701.304	8.088.015.334	4.746.685.970	58,69
Beban Usaha / Operating Expenses	(5.233.308.116)	(4.227.212.786)	(1.006.095.330)	23,80
Laba Usaha / Operating Profit	7.601.393.188	3.860.802.548	3.740.590.640	96,89

Di tahun 2024, Perseroan mencatatkan laba usaha sejumlah Rp7,60 triliun, mengalami peningkatan sebesar 96,89% jika dibandingkan dari tahun sebelumnya sebesar Rp3,86 triliun. Perubahan ini disebabkan oleh peningkatan pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded an operating profit of Rp7.60 trillion, up by 96.89% compared to the previous year of Rp3.86 trillion. This change was due to an increase in the Company's revenue in 2024.

Penghasilan Keuangan

(Dalam ribuan rupiah)

Finance Income

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Pendapatan Bunga Pinjaman PSBI / PSBI Loan Interest Income	210.543.919	-	210.543.919	100,00
Jasa Giro / Current Account Service	156.991.024	150.723.754	6.267.270	4,16
Penyesuaian Nilai Kini PEN / PEN Current Value Adjustment	96.429.626	109.099.460	(12.669.834)	(11,61)
Deposito Berjangka / Time Deposit	29.634.566	41.899.695	(12.265.129)	(29,27)
Jumlah / Total	493.599.135	301.722.909	191.876.226	63,59

Di tahun 2024, Perseroan mencatatkan nilai penghasilan keuangan sejumlah Rp493,60 miliar, meningkat sebesar 63,59% jika dibandingkan dengan tahun sebelumnya sejumlah Rp301,72 miliar. Perubahan ini disebabkan oleh meningkatnya pendapatan bunga pinjaman dan jasa giro.

In 2024, the Company recorded finance income of Rp493.60 billion, 63.59% compared to the previous year of Rp301.72 billion. This change was due to an increase in interest income on loans and current account services.

Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama

(Dalam ribuan rupiah)

Share of Net Loss of Associates and Joint Ventures

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Entitas Asosiasi / Associates				
PT Moda Integrasi Transportasi Jabodetabek	1.185.085	(10.739.632)	11.924.717	(111,0)
PT BPRS Baiturridha Pusaka	4.425.890	2.611.751	1.814.139	69,5
Ventura Bersama / Joint Ventures				
PT Pilar Sinergi BUMN Indonesia (PSBI)	(2.239.983.179)	(500.413.215)	(1.739.569.964)	347,63
KSO Bumi Kalog	4.044.948	817.504	3.227.444	394,79
KSO B Kalog	256.001	701.082	(445.081)	(63,48)
KSO PT KAPM - PT PPBM (PT Pacific Prima Buana Mas)				
KSO PT KAPM - PT Mega Dasa Semesta	38.475	(51.444)	89.919	(174,79)
KSO PT KAPM - PT Mahakarya Properti				
Jumlah / Total	(2.230.032.780)	(507.073.954)	(1.722.958.826)	339,78

Di tahun 2024, Perseroan membukukan bagian rugi bersih entitas asosiasi dan ventura bersama sejumlah Rp2,23 triliun, meningkat sebesar 339,78% dari tahun sebelumnya sejumlah Rp507,07 miliar. Perubahan ini disebabkan oleh meningkatnya rugi bersih yang diperoleh dari ventura bersama.

In 2024, the Company recorded share of net loss of associates and joint ventures of Rp2.23 billion, up by 339.78% from the previous year of Rp507.07 billion. This change was caused by an increase in net losses obtained from joint ventures.

Beban Keuangan

Di tahun 2024, realisasi beban keuangan Perseroan mencapai Rp2,57 triliun, meningkat sebesar 70,30% jika dibandingkan dengan realisasi tahun sebelumnya sejumlah Rp1,51 triliun.

Financial Expenses

In 2024, the Company's financial expenses reached Rp2.57 trillion, up by 70.30% compared to the previous year of Rp1.51 trillion.

Selisih Kurs

Di tahun 2024, Perseroan mencatatkan selisih kurs mencapai Rp179.50 miliar, meningkat sebesar 413,40% jika dibandingkan tahun sebelumnya sejumlah Rp57,28 miliar.

Foreign Exchanges

In 2024, the Company recorded a foreign exchange difference of Rp179.50 billion, up by 413.40% compared to the previous year of Rp57.28 billion.

Keuntungan (Kerugian) Lain-Lain - Bersih

Di tahun 2024, Perseroan mencatatkan keuntungan lain-lain bersih mencapai Rp167,22 miliar, menurun sebesar 206,68% jika dibandingkan dari tahun sebelumnya sejumlah Rp156,75 miliar.

Other Gains (Losses) - Net

In 2024, the Company recorded other net gains of Rp167.22 billion, down by 206.68% compared to the previous year of Rp156.75 billion.

Laba (Rugi) Sebelum Pajak

(Dalam ribuan rupiah)

Profit (Loss) Before Tax

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Laba Usaha / Operating Profit	7.601.393.188	3.860.802.548	3.740.590.640	96,89
Penghasilan Keuangan / Finance Income	493.599.135	301.722.909	191.876.226	63,59

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama / Share of Net Loss of Associates and Joint Ventures	(2.230.032.781)	(507.073.954)	(1.722.958.827)	339,78
Beban Keuangan / Financial Expenses	(2.567.137.244)	(1.507.438.966)	(1.059.698.278)	70,30
Selisih Kurs / Foreign Exchanges	179.501.992	(57.275.927)	236.777.919	(413,40)
Keuntungan (Kerugian) Lain-lain – Bersih / Other Gains (Loss) – Net	(167.215.274)	156.750.557	(323.965.831)	(206,68)
Laba Sebelum Pajak / Profit Before Tax	3.310.109.016	2.247.487.167	1.062.621.849	47,28

Di tahun 2024, Perseroan mencatatkan laba (rugi) sebelum pajak sejumlah Rp3,31 triliun, meningkat sebesar 47,28% dari tahun sebelumnya sejumlah Rp2,25 triliun. Perubahan ini disebabkan oleh meningkatnya Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama sebesar 339,78%.

In 2024, the Company recorded a profit (loss) before tax of Rp3.31 trillion, up by 47.28% from the previous year of Rp2.25 trillion. This change was due to an increase in the Net Loss Portion of Associates and Joint Ventures by 339.78%.

Manfaat (Beban) Pajak Penghasilan – Bersih

(Dalam ribuan rupiah)

Income Tax Benefits (Expenses) – Net

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Konsolidasian / Consolidated				
Beban Pajak Kini / Current Tax Expense				
Tahun Berjalan / Current Year	(1.572.240.079)	(144.914.096)	(1.427.325.983)	984,95
Penyesuaian / Adjustment	90.405.834	(3.475.554)	93.881.388	(2.701,19)
Manfaat Pajak Tangguhan / Deferred Tax	394.307.989	(227.549.380)	621.857.369	(273,28)
Efek Perubahan Tarif Pajak / Effects of Changes in Tax Rates				
Jumlah / Total	(1.087.526.256)	(375.939.030)	(711.587.226)	189,28

Di tahun 2024, Perseroan mencatatkan nilai manfaat (beban) pajak penghasilan bersih sejumlah Rp1,09 triliun, meningkat sebesar 189,28% jika dibandingkan dengan tahun sebelumnya sejumlah Rp375,94 miliar. Perubahan ini disebabkan oleh meningkatnya beban tahun berjalan sebesar 984,94% di tahun 2024.

In 2024, the Company recorded a net income tax benefit (expense) of Rp1.09 trillion, up by 189.28% compared to the previous year of Rp375.94 billion. This change was due to an increase in current year expenses by 984.94% in 2024.

Laba (Rugi) Tahun Berjalan

(Dalam ribuan rupiah)

Income (Loss) for the Year

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Laba (Rugi) Sebelum Pajak / Profit (Loss) Before Tax	3.310.109.016	2.247.487.167	1.062.621.849	47,28
Beban Manfaat (Manfaat Beban) Pajak Penghasilan – Bersih / Income Tax Benefits (Expense) Net	(1.087.526.256)	(375.939.030)	(711.587.226)	189,28
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	2.222.582.760	1.871.548.137	351.034.623	18,76

Di tahun 2024, Perseroan mencatatkan laba (rugi) tahun berjalan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded profit (loss) for the year of Rp2.22 trillion, up by 18.76% compared to the previous year of Rp1.87 trillion. This change was due to an increase in the Company's revenue in 2024.

Laba (Rugi) Komprehensif Lain Setelah Pajak

(Dalam ribuan rupiah)

Other Comprehensive Income (Loss) – Net of Tax

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Penghasilan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba Rugi pada Periode Berikutnya: / Other Comprehensive Income (Loss) Not to be Reclassified to Profit or Loss Subsequently:				
Pengukuran Kembali Liabilitas Imbalan Pasti / Remeasurement of Defined Benefit Obligation	252.661.291	(56.850.198)	309.511.489	(544,43)
Efek Pajak Penghasilan Terkait / Income Tax Effect	(56.148.781)	11.703.462	(67.852.243)	(579,76)
Jumlah Rugi Komprehensif Lain - Setelah Pajak / Total Other Comprehensive Income (Loss) -Net of Tax	196.512.510	(45.146.736)	241.659.246	535,28

Pada tahun 2024 laba (rugi) komprehensif lain setelah pajak tercatat sebesar Rp196,51 miliar, meningkat sebesar 535,28% dari tahun sebelumnya sebesar Rp(45,15) miliar. Hal ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, other comprehensive profit (loss) after tax was recorded at Rp196.51 billion. This amount increased by 535.28% from the previous year of Rp(45.15) billion. This was due to an increase in the Company's revenue in 2024.

Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan

(Dalam ribuan rupiah)

Attributable Profit (Loss) for the Year

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada: / Profit (Loss) For The Year Attributable to:				
Pemilik Entitas Induk / Owner of Parent Entities	2.211.973.665	1.873.921.301	338.052.364	18,04
Kepentingan Non Pengendali / Non-Controlling Interest	10.609.095	(2.373.164)	12.982.259	(547,04)
Jumlah / Total	2.222.582.760	1.871.548.137	351.034.623	18,76

Di tahun 2024, Perseroan mencatatkan laba (rugi) tahun berjalan yang dapat diatribusikan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded attributable profit (loss) for the year of Rp2.22 trillion, up by 18.76% compared to the previous year of Rp1.87 trillion. This change was caused by the increase in the Company's revenue in 2024.

Laba (Rugi) Per Saham Dasar

(Dalam ribuan rupiah)

Basic Earnings (Loss) Per Share

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Laba (Rugi) tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk / Income (Loss) for the year attributable to parent entity	2.211.973.665	1.873.921.301	338.052.364	18,04

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Rata-rata tertimbang saham beredar / Weighted average shares outstanding	22.368.743	22.219.702	149.041	0,67
Rugi per Saham Dasar / Basic Loss per Share	99	84	15	17,86

Di tahun 2024, Perseroan mencatatkan laba (rugi) per saham dasar sejumlah Rp99, meningkat sebesar 17,86% jika dibandingkan dari tahun sebelumnya sejumlah Rp84.

In 2024, the Company recorded basic profit (loss) per share of Rp99, up by 17.86% compared to the previous year of Rp84.

Laporan Arus Kas Konsolidasi

Consolidated Statement of Cash Flows

(Dalam ribuan rupiah)

(In thousands of Rupiah)

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Arus Kas dari Aktivitas Operasi / Cash Flow from Operating Activities				
Penerimaan Kas dari Pelanggan / Cash Receipts from Customer	25.369.272.501	23.922.111.200	1.447.161.301	6,05
Pembayaran kepada Pemasok / Payments to Suppliers	(14.294.353.570)	(12.614.784.291)	(1.679.569.279)	13,31
Pembayaran kepada Pekerja / Payment to Employees	(7.458.540.199)	(7.261.135.359)	(197.404.840)	2,72
Penerimaan dari Pemerintah / Receipts from Government	4.978.212.545	2.893.428.499	2.084.784.046	72,05
Pembayaran kepada Pemerintah / Payment to Government	(1.004.309.937)	(656.220.091)	(348.089.846)	53,04
Penerimaan Bunga / Interest Income	397.169.510	192.619.984	204.549.526	106,19
Penerimaan Kas dari Restitusi Pajak / Cash Receipts from Tax Restitution	49.068.769	52.410.340	(3.341.571)	(6,38)
Pembayaran Pajak Penghasilan / Payment of Income Tax	(384.311.387)	(452.680.995)	68.369.608	(15,10)
Pembayaran Beban Keuangan / Payment of Finance Cost	(2.411.259.511)	(1.357.714.336)	(1.053.545.175)	77,60
Arus Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Operasi / Net Cash Flows Obtained from (Used in) Operating Activities	5.240.948.721	4.718.034.952	522.913.769	11,08
Arus Kas dari Aktivitas Investasi / Cash Flows from Investment Activities				
Perolehan Aset Tetap / Acquisition of Fixed Assets	(4.866.268.938)	(2.844.996.137)	(2.021.272.801)	71,05
Penjualan Aset Tetap / Sale of Fixed Assets	-	78.446.395	(78.446.395)	0,00
Perolehan Hak Pengoperasian Aset Prasarana / Acquisitions of Infrastructure Assets	(4.812.269.040)	(3.637.895.369)	(1.174.373.671)	32,28
Penambahan Properti Investasi / Investment Property Addition	(77.622.250)	(37.901.562)	(39.720.688)	104,80
Penambahan Aset tak berwujud / Addition of Intangible Assets	(356.063.865)	(182.588.089)	(173.475.776)	95,01
Penempatan Uang Muka Setoran Modal / Placement of Capital Deposit Advances	(15.199.073)	(2.728.053.311)	2.712.854.238	(99,44)
Penempatan Investasi pada Entitas Asosiasi dan Ventura Bersama / Investment Placement in Associates and Joint Ventures	-	(22.050.000)	(22.050.000)	0,00
Pinjaman diberikan kepada Entitas Asosiasi / Loans granted to Associated Entities	(7.476.469.185)	(30.233.000)	(7.446.236.185)	24.629,50
Entitas Asosiasi dan Ventura Bersama / Associated Entities and Joint Ventures	-	22.050.000	22.050.000	0,00

Uraian / Description	2024	2023	Kenaikan (Penurunan) / Increase (Decrease)	
			Nominal / Nominal	Persentase / Percentage
Penerimaan Dividen dari Entitas Asosiasi dan Ventura Bersama / Dividend Receipt from Associates and Joint Ventures	1.058.462	19.807.329	(18.748.867)	(94,66)
Penempatan Dana Dibatasi Penggunaannya / Placement of Restricted Fund	(379.901.347)	(101.878.255)	(278.023.092)	272,90
Penarikan Dana Dibatasi Penggunaannya / Withdrawal of Restricted Fund	499.932.024	4.024.574.246	(3.524.642.222)	(87,58)
Penempatan Sinking Fund Proyek Kereta Cepat Jakarta Bandung / Placement of Sinking Fund for Jakarta Bandung High-Speed Train Project	(1.455.382.451)	(900.122.689)	(555.259.762)	61,69
Penarikan Sinking Fund Proyek Kereta Cepat Jakarta Bandung / Withdrawal of Sinking Fund for Jakarta Bandung High-Speed Train Project	627.976.343	-	627.976.343	100,00
Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi / Net Cash Used in Investment Activities	(18.310.209.320)	(6.340.840.442)	(11.969.368.878)	188,77
Arus Kas dari Aktivitas Pendanaan / Cash Flow from Investment Activitie				
Penerimaan Pinjaman Bank Jangka Pendek / Short Term Proceeds from Bank Loan	7.874.712.545	5.636.300.935	2.238.411.610	39,71
Penerimaan Pinjaman Bank / Long Term Proceeds from Bank Loan	11.495.564.901	3.200.303.452	8.295.261.449	259,20
Pembayaran Pinjaman Bank Jangka Pendek / Short Term Payment of Bank Loans	(6.193.008.174)	(6.007.777.797)	(185.230.377)	3,08
Pembayaran Pinjaman Bank Jangka Panjang / Long Term Payment of Bank Loan	(1.297.379.732)	(1.236.391.211)	(60.988.521)	4,93
Pembayaran Liabilitas Sewa / Payment of Lease Liabilities	(70.992.284)	(31.554.208)	102.546.492	(324,99)
Pembayaran Pinjaman Program PEN / PEN Program Loan Payment	(218.750.000)	(437.500.000)	218.750.000	-(50,00)
Penerimaan Obligasi / Bonds Proceeds	2.200.000.000	-	2.200.000.000	100,00
Penerimaan Sukuk / Sukuk Proceeds	800.000.000	-	800.000.000	100,00
Pembayaran Obligasi / Bonds Payment	(1.900.000.000)	-	(1.900.000.000)	100,00
Pembayaran Biaya Emisi Obligasi / Payment of Bond Issuance Fees	(9.014.200)	-	(9.014.200)	100,00
Pembayaran Biaya Emisi Sukuk / Payment of Sukuk Issuance Fees	(3.418.720)	-	(3.418.720)	100,00
Pembayaran Dividen Entitas Anak / Subsidiary Dividend Payment	(570.036)	(448.465)	-121.571	27,11
Arus Kas Bersih yang Diperoleh dari Aktivitas Pendanaan / Net Cash Flows Provided by Financing Activities	12.677.144.300	1.122.932.706	11.554.211.594	1028,93%
Penurunan (Kenaikan) Bersih Kas dan Setara Kas / Decrease (Increase) Cash and Cash Equivalents	(392.116.299)	(499.872.784)	107.756.485	(21,56)
Kas dan Setara Kas Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year	5.138.571.482	5.695.720.193	(557.148.711)	(9,78)
Selisih Kurs Kas dan Setara Kas / Foreign Exchange Rate Cash and Cash Equivalents	179.501.992	(57.275.927)	236.777.919	(413,40)
Kas dan Setara Kas Akhir Tahun / Cash and Cash Equivalents at the End of Year	4.925.957.175	5.138.571.482	(212.614.307)	(4,14)
Rekonsiliasi Jumlah Kas dan Setara Kas / Reconciliation of Total Cash and Cash Equivalent				
Jumlah yang Dilaporkan pada Laporan Arus Kas / Amounts Reported on the Statement of Cash Flows	4.925.957.175	5.138.571.482	(212.614.307)	(4,14)
Jumlah yang Dilaporkan pada Laporan Posisi Keuangan / Amount as Reported in Statement of Financial Position	4.925.957.175	5.138.571.482	(212.614.307)	(4,14)

Arus Kas dari Aktivitas Operasi

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas operasi sejumlah Rp5,24 triliun, meningkat sebesar 11,08% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp4,72 triliun. Perubahan ini disebabkan oleh meningkatnya penerimaan dari kas pelanggan, pemerintah dan bunga di tahun 2024.

Arus Kas dari Aktivitas Investasi

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas investasi sejumlah Rp18,31 triliun, meningkat sebesar 188,77% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp6,34 triliun. Perubahan ini disebabkan oleh meningkatnya perolehan atas aset tetap, dan pinjaman yang diberikan kepada entitas asosiasi.

Arus Kas dari Aktivitas Pendanaan

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas pendanaan sejumlah Rp12,68 triliun, meningkat sebesar 1.028,93% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp1,12 triliun. Perubahan ini disebabkan oleh meningkatnya penerimaan pinjaman bank, obligasi dan sukuk.

Cash Flow from Operating Activities

As of December 31, 2024, the Company recorded net cash flow from operating activities of Rp5.24 trillion, up by 11.08% compared to 2023 of Rp4.72 trillion. This change was caused by an increase in receipts from customer cash, government and interest in 2024.

Cash Flow from Investing Activities

As of December 31, 2024, the Company recorded net cash flow from investing activities of Rp18.31 trillion, up by 188.77% compared to 2023 of Rp6.34 trillion. This change was caused by the increase in acquisition of fixed assets, and loans provided to associate entities.

Cash Flow from Financing Activities

As of December 31, 2024, the Company recorded net cash flow from financing activities of Rp12.68 trillion, up by 1,028.93% compared to 2023 of Rp1.12 trillion. This change is due to an increase in receipts of bank loans, bonds and sukuk.

Kemampuan Membayar Utang dan Kolektibilitas Piutang

Ability to Pay Debt and Collectibility of Receivables

KEMAMPUAN MEMBAYAR UTANG

Untuk mengetahui kemampuan Perseroan dalam membayar utangnya, Perseroan mengacu pada rasio likuiditas dan rasio solvabilitas. Kedua rasio ini memberikan gambaran dalam memenuhi kewajiban jangka pendek maupun jangka panjang, serta menunjukkan efisiensi dan efektivitas dalam menghasilkan laba dari operasional usaha. Rasio likuiditas digunakan untuk mengukur kemampuan Perseroan membayar utang jangka pendek sedangkan rasio solvabilitas.

Kemampuan Membayar Utang Jangka Pendek (Likuiditas)

Tingkat likuiditas Perseroan menunjukkan kemampuan Perseroan dalam membayar utang jangka pendek. Perseroan mengukur tingkat likuiditas menggunakan rasio lancar dan rasio kas.

ABILITY TO PAY DEBT

To determine the Company's ability to pay its debts, the Company refers to the liquidity ratio and solvency ratio. These two ratios provide an overview of meeting short-term and long-term obligations, and show efficiency and effectiveness in generating profits from business operations. The liquidity ratio is used to measure the Company's ability to pay short-term debts while the solvency ratio.

Ability to Pay Short-Term Debts (Liquidity)

The Company's liquidity level shows the Company's ability to pay short-term debts. The Company measures the level of liquidity using the current ratio and cash ratio.

Uraian / Description	2024 (%)	2023 (%)	Pertumbuhan 2023-2024 / Growth in 2023- 2024
Rasio Kas / Cast Ratio	29,77	28,67	1,10
Rasio Lancar / Current Ratio	101,69	72,67	29,02

Pada tahun 2024, rasio kas Perseroan tercatat sebesar 29,77%. Persentase ini meningkat sebesar 1,10% jika dibandingkan dengan tahun sebelumnya sebesar 28,67%. Perubahan rasio kas disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

Sedangkan, Perusahaan mencatatkan rasio lancar pada tahun 2024 sebesar 11,69% meningkat 29,02% dibandingkan dengan tahun 2023 sebesar 72,67%.

Kemampuan Membayar Utang Jangka Panjang (Solvabilitas)

Tingkat solvabilitas menunjukkan kemampuan Perseroan dalam membayar utang jangka pendeknya. Perseroan mengukur tingkat solvabilitas dengan menghitung rasio *Debt-Service Coverage Ratio* (DSCR), *Debt to Equity Ratio* (DER) dan *Debt to Asset Ratio* (DAR).

Uraian / Description	2024 (%)	2023 (%)	Pertumbuhan 2023-2024 / Growth in 2023- 2024
<i>Debt-Service Coverage Ratio</i> (DSCR)	164,15	100,73	63,42
<i>Debt to Equity Ratio</i> (DER)	123,92	-	100,00
<i>Debt to Asset Ratio</i> (DAR)	63,62	62,02	1,6

Berdasarkan rasio tersebut, kemampuan Perusahaan dalam membayar utang jangka panjang masih tergolong baik.

Kemampuan Membayar Utang dari Efek-Efek yang Diterbitkan

Kualitas efek sangat ditentukan oleh kemampuan perusahaan penerbit efek dalam membayar efeknya pada saat jatuh tempo dan kemampuannya membayar bunga atau kupon selama jangka waktu penerbitan efek tersebut. Salah satu indikator yang dapat digunakan untuk menentukan kualitas Perusahaan adalah hasil peringkat yang ditentukan oleh Lembaga Pemeringkat Independen.

Uraian / Description	Rating 2024 / Rating in 2024	Rating 2023 / Rating in 2023
Indonesian Railways Bond I 2017 Series A	idAAA	idAAA
Indonesian Railways Bond I 2017 Series B	idAAA	idAAA
Indonesian Railways Bond II 2019 Series A	idAAA	idAAA
Indonesian Railways Bond II 2019 Series B	idAAA	idAAA
Indonesian Railways Sustainable Bonds I Phase I 2022 Series A	idAAA	idAAA
Indonesian Railways Sustainable Bonds I Phase I 2022 Series B	idAAA	idAAA
Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I 2022 Series A	idAAA(sy)	idAAA(sy)
Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I 2022 Series B	idAAA(sy)	idAAA(sy)

In 2024, the Company's cash ratio was recorded at 29.77%. This percentage increased by 1.10% compared to the previous year at 28.67%. The change in the cash ratio was due to the increase in the Company's revenue in 2024.

Meanwhile, the Company recorded a current ratio in 2024 of 11.69%, an increase of 29.02% compared to 2023 of 72.67%.

Ability to Pay Long-Term Debt (Solvency)

The solvency level indicates the Company's ability to pay its short-term debt. The Company measures the solvency level by calculating the *Debt-Service Coverage Ratio* (DSCR), *Debt to Equity Ratio* (DER) and *Debt to Asset Ratio* (DAR).

Based on these ratios, the Company's ability to pay long-term debt remains relatively strong.

Ability to Pay Debt from Issued Securities

The quality of issued securities is primarily determined by the issuing company's capability to repay these securities at maturity and to pay interest or coupons throughout the term of the issuance. One useful indicator for assessing the Company's quality is the ratings provided by an Independent Rating Agency.

Uraian / Description	Rating 2024 / Rating in 2024	Rating 2023 / Rating in 2023
Obligasi I Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I Year 2017	AAA	-
Obligasi II Kereta Api Indonesia Tahun 2019 / Kereta Api Indonesia Bond II Year 2019	AAA	-
Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 / Kereta Api Indonesia Sustainable Bond I Phase I Year 2022	AA+	-
Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Bond I Phase II Year 2024	AAA	-
Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Bond II Phase I Year 2024	AAA	-
Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 / Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I Year 2022	AA+	-
Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase II Year 2024	AAA	-
Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Sukuk Ijarah II Phase I Year 2024	AAA	-

KOLEKTIBILITAS PIUTANG

Dalam menjalankan operasionalnya, pengelolaan keuangan yang efektif menjadi kunci keberlanjutan usaha. Salah satu aspek penting adalah pengelolaan piutang, yang berperan dalam menjaga kestabilan modal kerja agar tetap berada pada tingkat yang sehat dan mendukung kelancaran aktivitas bisnis Perseroan.

Collection period mengukur waktu yang dibutuhkan Perseroan untuk menerima pembayaran atas tagihan dari suatu usaha, sehingga semakin rendah *collection period*, maka semakin baik. Skor tertinggi diperuntukkan untuk kinerja dengan *collection period* sama atau kurang dari 60 hari. Di tahun 2024, *Collection period* Perseroan selama 0-30 hari, sama seperti tahun 2023.

RECEIVABLES COLLECTIBILITY

In its operations, effective financial management is crucial for business sustainability, and one key aspect of this is managing receivables. This management is essential for maintaining stable working capital at a healthy level, which in turn supports the smooth operation of the Company's business activities.

The collection period measures the time it takes for the Company to receive payments for its invoices. A shorter collection period is preferable; thus, the best performance is indicated by a collection period of 60 days or less. In 2024, the Company's collection period was 0-30 days, the same as in 2023.

Uraian / Description	2024	2023	Pertumbuhan 2023-2024 / Growth in 2023-2024	
			Nominal / Nominal	Persentase / Percentage
Berdasarkan Umur / By Age				
0 – 30 hari / 0 – 30 days	2.325.713.647	1.653.982.587	671.731.060	40,61
31 – 90 hari / 31 – 90 days	107.542.303	176.516.181	(68.973.878)	(39,08)
91 – 360 hari / 91 – 360 days	187.654.132	87.135.226	100.518.906	115,36
> 360 hari / > 360 days	328.185.823	236.517.572	91.668.251	38,76
Jumlah / Total	2.949.095.905	2.154.151.566	794.944.339	36,90
Dikurangi / Less				
Cadangan Kerugian Penurunan Nilai / Allowance for Impairment Losses	(389.549.867)	(284.556.791)	(104.993.076)	36,90
Neto / Net	2.559.546.038	1.869.594.775	689.951.263	36,90

Struktur Modal

Capital Structure

Perincian Struktur Modal

Struktur modal Perseroan disusun secara optimal dengan mempertimbangkan keseimbangan antara penggunaan dana dari ekuitas dan liabilitas. Struktur modal Perseroan terdiri dari pinjaman yang terdiri dari pinjaman jangka pendek, pinjaman jangka panjang yang jatuh tempo dalam satu tahun, utang obligasi yang jatuh tempo dalam satu tahun, pinjaman Program Pemulihan Ekonomi Nasional (PEN), pinjaman jangka panjang, dan utang obligasi.

Informasi struktur modal KAI di tahun 2024 beserta perbandingannya dengan tahun 2023 adalah sebagai berikut:

Tabel Struktur Modal tahun 2024

(Dalam Ribuan Rupiah)

Uraian / Description	2024	2023	Pertumbuhan 2023-2024 / Growth in 2023-2024	
			Nominal / Nominal	Persentase / Percentage
Pinjaman / Liabilities				
Pinjaman Jangka Pendek / Current Liabilities	3.070.227.509	1.388.523.138	1.681.704.371	121,11
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year				
Pinjaman Jangka Panjang / Non-Current Liabilities	1.685.333.403	1.294.613.508	390.719.895	30,18
Pinjaman Program PEN / PEN Program Loans	473.958.333	437.500.000	36.458.333	8,33
Utang Obligasi / Bonds Payable	-	1.898.852.925	1.898.852.925	0,00
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year				
Pinjaman Jangka Panjang / Non-Current Liabilities	30.093.432.601	20.142.027.462	9.951.405.139	49,41
Pinjaman Program PEN / PEN Program Loans	2.369.791.667	2.625.000.000	(255.208.333)	(9,72)
Utang Obligasi / Bonds Payable	4.786.834.608	2.594.469.619	2.192.364.989	84,50
Sukuk	1.295.446.556	498.586.194	796.860.362	159,82
Jumlah Liabilitas / Total Liabilities	148.196.344	30.879.572.846	(30.731.376.502)	(99,52)
Jumlah Ekuitas / Total Equity	35.324.662.473	30.906.137.241	4.418.525.232	14,30

Kebijakan Manajemen atas Struktur Modal

Perseroan senantiasa memastikan struktur modal yang dimiliki tergolong sehat. Struktur modal yang sehat memungkinkan Perseroan untuk mengelola keuangan dengan baik serta meningkatkan daya tarik bagi investor. Perseroan berupaya memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

Capital Structure Details

The Company's capital structure is effectively designed to balance the use of funds from equity and liabilities. It comprises various types of loans, including short-term loans, long-term loans maturing within one year, bonds payable due within one year, National Economic Recovery Program (PEN) loans, long-term loans, and bonds payable.

Below is the information on KAI's capital structure for 2024, along with a comparison to 2023:

Table of Capital Structure in 2024

(In thousands of Rupiah)

Uraian / Description	2024	2023	Pertumbuhan 2023-2024 / Growth in 2023-2024	
			Nominal / Nominal	Persentase / Percentage
Pinjaman / Liabilities				
Pinjaman Jangka Pendek / Current Liabilities	3.070.227.509	1.388.523.138	1.681.704.371	121,11
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year				
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Sukuk	1.295.446.556	498.586.194	796.860.362	159,82
Jumlah Liabilitas / Total Liabilities	148.196.344	30.879.572.846	(30.731.376.502)	(99,52)
Jumlah Ekuitas / Total Equity	35.324.662.473	30.906.137.241	4.418.525.232	14,30

Capital Structure Management Policy

The Company is committed to maintaining a healthy capital structure, which enables effective financial management and enhances its appeal to investors. By setting product and service prices that align with the level of risk, the Company aims to provide adequate returns to shareholders.

KAI secara rutin mengidentifikasi dan mengelola struktur modal yang dimiliki untuk memastikan pengembalian yang optimal bagi pemegang saham dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang. Pengelolaan struktur modal KAI senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya.

Peraturan Menteri Keuangan Republik Indonesia No. 169 Tahun 2015 Pasal 2 Ayat 1 menyebutkan bahwa perbandingan antara utang dan modal ditetapkan paling tinggi sebesar 4:1 atau maksimal 400%. Mengacu pada peraturan tersebut, Manajemen KAI menilai bahwa struktur modal tahun 2024 dengan kondisi yang baik.

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Kebijakan manajemen atas struktur modal berlandaskan Undang-Undang Republik Indonesia No. 36 Tahun 2008 tahun 2008 Pasal 18 ayat 1 tentang Perubahan Keempat Atas Undang-Undang No. 7 Tahun 1983 tentang Pajak Penghasilan, yang menyebutkan bahwa Menteri Keuangan berwenang untuk mengeluarkan keputusan tentang besarnya perbandingan antara utang dan modal perusahaan yang dapat dibenarkan untuk keperluan penghitungan Pajak Penghasilan. Adapun dasar perhitungan besarnya perbandingan antara utang dan modal perusahaan mengacu pada Peraturan Menteri Keuangan Republik Indonesia No. 169 Tahun 2015 tentang Penentuan Besarnya Perbandingan Antara Utang Dan Modal Perusahaan Untuk Keperluan Penghitungan Pajak Penghasilan.

Dalam menyusun kebijakan atas struktur modal Perseroan membuat penyesuaian dengan memperhatikan dinamika ekonomi, kebutuhan modal masa depan, profitabilitas baik masa sekarang maupun yang akan datang, perkiraan arus kas operasi, estimasi belanja modal, proyeksi peluang investasi yang strategis, dan karakteristik risiko aset yang mendasari.

Manajemen secara berkala mengevaluasi struktur permodalan dengan mempertimbangkan risiko, biaya modal, serta kebutuhan pendanaan jangka pendek dan panjang. Pendekatan ini bertujuan untuk menjaga stabilitas keuangan sekaligus mendukung pertumbuhan usaha secara berkelanjutan.

KAI consistently assesses and manages its capital structure to ensure optimal shareholder returns, taking into account the efficiency of capital utilization based on operating cash flow and capital expenditures, as well as future capital requirements. This management approach focuses on ensuring business continuity while maximizing benefits for shareholders and other stakeholders.

According to Regulation of the Minister of Finance of the Republic of Indonesia No. 169 of 2015, Article 2, Paragraph 1, the maximum allowable debt-to-capital ratio is set at 4:1 or 400%. Referring to this regulation, KAI Management has determined that the capital structure for 2024 was in a good condition.

Basis for Selecting Management Policy on Capital Structure

The management policy on capital structure is based on Law of the Republic of Indonesia No. 36 of 2008 Article 18 paragraph 1 concerning the Fourth Amendment to Law No. 7 of 1983 concerning Income Tax, which states that the Minister of Finance is authorized to issue a decision on the amount of the ratio between debt and company capital that can be justified for the purpose of calculating Income Tax. The basis for calculating the amount of the ratio between debt and company capital refers to Regulation of the Minister of Finance of the Republic of Indonesia No. 169 of 2015 concerning Determination of the Amount of the Ratio Between Debt and Company Capital for the Purpose of Calculating Income Tax.

In preparing the policy on the Company's capital structure, adjustments are made by considering economic dynamics, future capital needs, profitability both now and in the future, estimated operating cash flow, estimated capital expenditures, projections of strategic investment opportunities, and the risk characteristics of the underlying assets.

Management regularly evaluates the capital structure while considering risk factors, cost of capital, and both short-term and long-term funding requirements. This comprehensive approach helps maintain financial stability while fostering sustainable business growth.

Ikatan Material atas Investasi Barang Modal

Material Commitments to Capital Goods Investments

Di tahun 2024, KAI melakukan ikatan material atas investasi barang modal sebagai bagian dari upaya mendukung pengembangan usaha jangka panjang. Investasi atas barang modal ditujukan untuk mendukung efektivitas kerja Perseroan serta kebutuhan investasi Perseroan baik di bidang sarana, prasarana maupun fasilitas, dengan menjalin kerja sama dengan sejumlah pihak untuk mencapai sasaran kinerja yang telah ditetapkan.

Investasi Perseroan difokuskan pada pengembangan bisnis yang telah berjalan terutama pada angkutan barang baik di Jawa maupun Sumatra, serta pembaruan kereta-kereta penumpang. Ikatan material termasuk perjanjian-perjanjian pengadaan sarana, prasarana dan fasilitas yang dilakukan Perseroan dan entitas anak.

Nama Pihak yang Melakukan Ikatan

Sepanjang tahun 2024, Perseroan melakukan ikatan material dengan beberapa pihak. Informasi ikatan material telah disampaikan dalam Laporan Keuangan Perusahaan tahun 2024.

Sumber Dana dan Mata Uang yang Menjadi Denominasi

Dalam melakukan ikatan material, sumber dana yang digunakan oleh KAI berasal dari internal maupun eksternal Perseroan. Sedangkan mata uang yang menjadi denominasi adalah Rupiah.

Langkah yang Direncanakan untuk Melindungi Risiko dari Posisi Mata Uang Asing

Risiko mata uang merupakan risiko di mana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Perseroan menanggung risiko nilai tukar uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Rupiah. Mata uang yang menimbulkan risiko ini adalah terutama Dolar AS. Risiko nilai tukar mata uang asing dikelola sebaik mungkin dengan lindung nilai alami yaitu menyeimbangkan nilai kekayaan dan kewajiban masing-masing mata uang.

Untuk melindungi risiko dari posisi mata uang asing, KAI merencanakan langkah-langkah mitigasi melalui pembelian dan penjualan yang dilakukan dalam mata uang yang sama serta dilakukan pada saat yang hampir bersamaan. Perseroan

In 2024, KAI did not make material commitments to capital goods investments to support long-term business development. These investments will enhance the Company's operational effectiveness and meet the investment needs in facilities, infrastructure, and resources by collaborating with various partners to meet established performance targets.

The Company's investment strategy is focused on expanding its existing businesses, particularly in freight transportation across Java and Sumatra, as well as renewing its passenger train fleet. Material commitments include contracts for the procurement of facilities and infrastructure made by the Company and its subsidiaries.

Name of the Party Making the Commitment

Throughout 2024, the Company entered into material commitments with several parties. Information on material commitments has been submitted in the Company's 2024 Financial Statements.

Source of Funds and Currency Denomination

In fulfilling its material commitments, KAI sources its funds from both internal and external avenues. The monetary denomination used for these funds is Rupiah.

Planned Initiatives to Mitigate Foreign Currency Risk

Currency risk refers to the potential fluctuations in the fair value or future cash flow of a financial instrument due to changes in foreign exchange rates. The Company is exposed to foreign exchange risk from transactions and balances denominated in currencies other than Rupiah, with the US Dollar being the primary currency causing this risk. Foreign exchange rate risk is managed as effective as possible with natural hedging, by balancing the value of assets and liabilities in each currency.

To protect against risks associated with foreign currency positions, mitigation initiatives are implemented by executing purchases and sales in the same currency and nearly simultaneously. Additionally, the Company adheres

menerapkan kebijakan utang yang digunakan untuk membiayai kegiatan usaha dengan melakukan transaksi dalam mata uang yang sama (lindung nilai alami).

Secara berkala, KAI rutin melakukan pemantauan fluktuasi dari nilai tukar mata uang asing dan memastikan manajemen mengimplementasikan kebijakan untuk melindungi risiko dari posisi mata uang asing.

to a debt policy that finances its business activities through transactions conducted in the same currency (natural hedging).

KAI also routinely monitors fluctuations in foreign exchange rates and ensures that management implements effective policies to safeguard against risks from foreign currency positions.

Investasi Barang Modal

Capital Expenditure Investment

Investasi barang modal (*capital expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau untuk menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa yang akan datang.

Capital expenditure investment involves the allocation of funds to acquire fixed assets or enhance the value of existing fixed assets. These investments are expected to yield benefits in the future.

(Dalam Ribuan Rupiah)

(In thousands of Rupiah)

Barang Investasi / Investment Goods	Nilai Investasi / Investment Value		Perubahan / Changes	
	2024	2023	Nominal / Nominal	Persentase / Percentage
Sarana / Rolling Stock				
Lokomotif / Lokomotive	-	-	-	-
Kereta / Train	2.092.698.899	1.021.902.779	1.070.796.120	104,78
Gerbong / Carriage	-	-	-	-
Prasarana / Infrastructure				
Tanah / Land	-	35.682.701	35.682.701	0,00
Bangunan / Buildings	350.817.221	268.615.872	82.201.349	30,60
Prasarana dan Instalasi / Infrastructure and Installation	27.132.436	142.102.140	(114.969.704)	(80,91)
Fasilitas / Facilities				
Mesin dan Peralatan / Machinery and Equipment	184.997.910	510.299.590	(325.301.680)	(63,75)
Kendaraan / Vehicle	22.416.330	7.220.030	15.196.300	210,47
Inventaris / Inventory	5.915.698	2.275.354	3.640.344	159,99
Aset Tetap dalam Pembangunan / Fixed Assets in Construction	1.877.193.056	1.474.228.828	402.964.228	27,33
Jumlah / Total	4.561.171.550	3.462.327.294	1.098.844.256	31,74

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi

Reported Financial Information Containing Extraordinary and Rare Events

Hingga 31 Desember 2024, Perseroan memiliki informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi.

As of December 31, 2024, the Company has reported financial information that includes extraordinary and rare events.

Komponen-Komponen Substansi dari Pendapatan dan Beban Lainnya

Substantial Components of other Income and Expenses

Hingga 31 Desember 2024, tidak terdapat komponen-komponen dari pendapatan dan beban lainnya yang nilainya sama atau lebih 20% dari total nilai pendapatan dan beban lainnya.

As of December 31, 2024, there were components of other income and expenses that account for 20% or more of the total value of other income and expenses.

Dampak Perubahan Harga Terhadap Penjualan atau Pendapatan Bersih Perseroan

Impact of Price Changes on the Company's Sales or Net Income

Hingga 31 Desember 2024, tidak menghadapi dampak perubahan harga terhadap penjualan atau pendapatan bersih Perseroan.

As of December 31, 2024, the Company did not face the impact of price changes on its sales or net income.

Peningkatan/Penurunan Material dari Penjualan/Pendapatan Bersih

Material Increase/Decrease in Net Sales/Revenue

Hingga 31 Desember 2024, tidak terdapat peningkatan/penurunan material dari penjualan/pendapatan bersih.

As of December 31, 2024, there has not been a material increase or decrease in net sales/revenue.

Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Material Information and Facts After the Accountant's Report Date

Sepanjang tahun 2024, terdapat beberapa informasi dan fakta material yang terjadi setelah tanggal laporan akuntan, dengan rincian sebagai berikut:

1. Pencairan Penyertaan Modal Negara (PMN)

Penyertaan Modal Negara diterima oleh Perusahaan pada tanggal 2 Januari 2025, dan kemudian disalurkan sebagai penambahan atas penyertaan modal kepada PT KCI (Catatan 54a).

2. Pencairan Pinjaman dari China Development Bank

Pada tanggal 16 Januari 2025, Perusahaan telah melakukan penarikan pinjaman dari China Development Bank berdasarkan perjanjian No. 3520202401100001645 Fasilitas A senilai USD94.609.632 yang kemudian disalurkan sebagai Pinjaman Pemegang Saham kepada PSBI.

3. Perpanjangan Jangka Waktu Pinjaman Kredit Modal Kerja dengan PT Bank Negara Indonesia (Persero) Tbk

Perusahaan telah menandatangani Perjanjian Perubahan atas Perjanjian Kredit Modal Kerja Line No. KL.705/11/23/KA-2025 dengan PT Bank Negara Indonesia (Persero) Tbk pada tanggal 24 Februari 2025, yang menyetujui perpanjangan jangka waktu fasilitas pinjaman hingga 24 Februari 2026.

Throughout 2024, there has/has not been material information or facts that occurred after the accountant's report date, with the following details:

1. Disbursement of State Capital Participation (PMN)

State Capital Participation was received by the Company on January 2, 2025, and then distributed as an addition to the capital participation to PT KCI (Note 54a).

2. Disbursement of Loan from China Development Bank

On January 16, 2025, the Company has made a loan withdrawal from China Development Bank based on agreement No. 3520202401100001645 Facility A amounting to USD94,609,632 which was then distributed as a Shareholder Loan to PSBI.

3. Extension of Working Capital Loan Term with PT Bank Negara Indonesia (Persero) Tbk

The Company has signed an Amendment Agreement to the Working Capital Credit Agreement Line No. KL.705/11/23/KA-2025 with PT Bank Negara Indonesia (Persero) Tbk on February 24, 2025, which agreed to extend the term of the loan facility until February 24, 2026.

4. Penerbitan Obligasi Berkelanjutan II Tahap II Tahun 2025

Pada tanggal 27 Maret 2025, Perusahaan telah menerbitkan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan jumlah pokok sebesar Rp500.000.000 dan Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan sisa imbalan Sukuk Ijarah sebesar Rp500.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 8 April 2025.

5. Pencairan Pinjaman PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero)

Pada tanggal 17 Maret 2025, Perusahaan telah menandatangani perjanjian kredit pinjaman dari PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero) untuk proyek pengadaan 612 unit kereta *new generation* dengan jumlah fasilitas kredit Rp4.129.000.000 dan batas waktu penarikan fasilitas kredit 31 Desember 2027.

6. Surat Menteri Keuangan Perihal Penetapan Cara Pembayaran Nilai Pekerjaan Pembangunan Prasarana LRT Jabodebek dan Penyelesaian Selisih Kekurangan Pembayaran Kegiatan IMO Tahun Anggaran 2023

Pada tanggal 9 Mei 2025 telah terbit Surat Menteri Keuangan Nomor S-321/MK.02/2025.

7. Pemeriksaan Pajak Tahun 2023

Berdasarkan Surat Ketetapan Pajak Kurang Bayar No. 00004/206/23/093/25 tanggal 20 Juni 2025; 00140/207/23/093/25 tanggal 20 Juni 2025; 00141/207/23/093/25 tanggal 20 Juni 2025, Perusahaan diharuskan membayarkan Rp634.978.394.126 yang terdiri dari pokok dan denda Pajak Penghasilan Badan dan Pajak Pertambahan Nilai.

8. Pengalihan Saham Kepada PT Biro Klasifikasi Indonesia (Persero)

Pada tanggal 20 Maret 2025 telah terbit Akta Perusahaan No. 15 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0086558 yang menetapkan perubahan jenis saham pada Perseroan yang semula tanpa seri menjadi Seri A Dwiwarna dan Saham Seri B, Saham Seri A Dwiwarna dan Seri B dimiliki dan ditempatkan serta disetorkan penuh seluruhnya oleh Negara Republik Indonesia.

4. Issuance of Continuous Bonds II Phase II Year 2025

On March 27, 2025, the Company has issued Continuous Bonds II Kereta Api Indonesia Phase II Year 2025 with a principal amount of Rp500,000,000 and Continuous Sukuk Ijarah II Kereta Api Indonesia Phase II Year 2025 with a remaining Sukuk Ijarah return of Rp500,000,000 and has been listed on the Indonesia Stock Exchange on April 8, 2025.

5. Disbursement of Loans from PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero)

On March 17, 2025, the Company has signed a credit loan agreement from PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero) for the procurement project of 612 new generation train units with a credit facility of Rp4,129,000,000 and a credit facility withdrawal deadline of December 31, 2027.

6. Letter of the Minister of Finance Regarding the Determination of the Payment Method for the Value of the Jabodebek LRT Infrastructure Development Work and Settlement of the Difference in Payment Shortfalls for IMO Activities for the 2023 Fiscal Year

On May 9, 2025, the Minister of Finance Letter Number S-321/MK.02/2025 was issued.

7. 2023 Tax Audit

Based on Tax Underpayment Assessment Letter No. 00004/206/23/093/25 dated June 20, 2025; 00140/207/23/093/25 dated June 20, 2025; 00141/207/23/093/25 dated June 20, 2025, the Company is required to pay Rp634,978,394,126 consisting of principal and penalties for Corporate Income Tax and Value Added Tax.

8. Transfer of Shares to PT Biro Klasifikasi Indonesia (Persero)

On March 20, 2025, Company Deed No. 15 was issued by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta and has received approval from the Ministry of Law and Human Rights with Decree No. AHU-AH.01.03-0086558 which stipulates the change in the type of shares in the Company from previously without a series to Series A Dwiwarna and Series B Shares, Series A Dwiwarna and Series B Shares are owned and placed and fully paid up by the Republic of Indonesia.

Kebijakan, Pengumuman, dan Pembayaran Dividen

Policy, Announcement, and Dividend Payment

Pada tahun 2024 Perseroan tidak melakukan pembayaran dividen yang dilakukan oleh PT Kereta Api Indonesia (Persero) kepada pemegang saham. Hal ini sesuai dengan keputusan RUPS atas Laporan Keuangan Audited Tahun 2024 Perusahaan tidak diwajibkan membayar dividen kepada Negara.

In 2024, the Company did not make any dividend payments to shareholders from PT Kereta Api Indonesia (Persero). This decision was made in accordance with the resolution of the GMS regarding the 2024 Audited Financial Statements, and the Company is not obligated to pay dividends to the State.

Pembayaran Pajak [GRI 207-4]

Tax Payment [GRI 207-4]

Di tahun 2024 Perseroan melakukan pemenuhan pembayaran pajak sebesar Rp6,05 miliar, meningkat sebesar 6,91% dari pembayaran pajak di tahun 2023 sebesar Rp5,67 miliar. Informasi pembayaran pajak KAI adalah sebagai berikut:

In 2024, the Company fulfilled tax payments amounting to Rp6.05 billion, reflecting an increase of 6.91% compared to tax payments of Rp 5.67 billion in 2023. Below is the tax payment information for KAI:

Nilai Pembayaran Pajak

(Dalam rupiah)

Tax Payment Value

(In Rupiah)

Uraian / Description	Tahun 2024	Tahun 2023
Perusahaan / The Company		
Pajak Pusat - Pajak Penghasilan / Central Tax - Income Tax	1.197.929.134	861.048.687
Pajak Pusat - Pajak Pertambahan Nilai / Central Tax - Value Added Tax	2.607.107.467	2.604.328.921
Subjumlah / Subtotal	3.805.036.601	3.465.377.608
Pajak Daerah - Pajak Bumi Bangunan / Local Tax - Land and Building Tax	1.069.866.121	87.764.353
Penerimaan Negara Bukan Pajak / Non-Tax State Revenue	102.090.428	1.077.439.849
Subjumlah / Subtotal	1.171.956.549	4.630.581.810
Entitas Anak / Subsidiaries		
Pajak Pusat - Pajak Penghasilan / Central Tax - Income Tax	335.015.742	341.660.965
Pajak Pusat - Pajak Pertambahan Nilai / Central Tax - Value Added Tax	438.427.365	457.602.611
Subjumlah / Subtotal	773.443.107	798.663.576
Pajak Daerah - Pajak Bumi Bangunan / Local Tax - Land and Building Tax	408.620	392.210
Pajak Daerah - Pajak Restoran / Local Tax - Restaurant Tax	5.279.225	9.601.240
Pajak Daerah - Pajak Hotel / Local Tax - Hotel Tax	498.023	483.285
Pajak Daerah - Pajak Lainnya / Local Tax - Other Tax	34.608.328	45.650.695
Subjumlah / Subtotal	40.794.196	56.128.130
Penerimaan Negara Bukan Pajak / Non-Tax State Revenue	263.116.078	177.631.861
Subjumlah / Subtotal	1.077.353.382	1.032.423.567
Jumlah Kontribusi Pajak / Total Tax Contribution	6.054.346.532	5.663.005.377

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of the Use of Proceeds from Public Offering

Pada tahun 2022, Perseroan melakukan Penawaran Umum Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I dan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I. Per 31 Desember 2022, terdapat sisa dana hasil penawaran umum Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I sebesar Rp58.075.380.000 dan sisa dana hasil penawaran umum Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I sebesar Rp498.069.180.000.

Per 31 Desember 2024, seluruh dana hasil penawaran umum telah direalisasikan sesuai rencana. Informasi laporan realisasi penggunaan dana hasil penawaran umum per 31 Desember 2024.

In 2022, the Company conducted a Public Offering of Sustainable Bonds I Kereta Api Indonesia Phase I and Sustainable Sukuk Ijarah Kereta Api Indonesia Phase I. As of December 31, 2022, there were remaining proceeds from the public offering of Sustainable Bonds I Kereta Api Indonesia Phase I amounting to Rp58,075,380,000 and remaining funds from the public offering of Sustainable Sukuk Ijarah Kereta Api Indonesia Phase I amounting to Rp498,069,180,000.

As of December 31, 2024, all proceeds from the public offering have been realized according to plan. Information on the realization report on the use of funds from the public offering as of December 31, 2024.

Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum

Obligasi Berkelanjutan I Tahap I

(Dalam ribuan rupiah)

Report on the Realization of Use of Funds from the Public Offering

Sustainable Bonds I of Kereta Api Indonesia Phase I

(In thousands of Rupiah)

Jenis Penawaran Umum
Type of Public Offering

Obligasi Berkelanjutan Tahap I
Sustainable Bonds I of Kereta Api Indonesia Phase I

Tanggal Efektif : 29 Juli 2022
Effective Date: July 29th, 2022

Nilai Realisasi Hasil Penawaran Umum Realized Value of Public Offering Funds		
Jumlah Hasil Penawaran Umum Total Proceeds from Public Offering 1.500.000,00	Biaya Penawaran Umum Offering Costs 5.041,08	Hasil Bersih Net Proceeds 1.494.958,92
Rencana Penggunaan Dana Planned Use of Funds		
Pembayaran utang Pokok Obligasi I KAI Tahun 2017 seri A (66,89%) Principal Repayment of Bond I KAI 2017 Series A (66.89%) 1.000.000,00	Pengadaan Prasarana Pengembangan Sumatra Bagian Selatan (33,11%) Infrastructure Procurement for Southern Sumatra Development (33.11%) 494.958,92	Total Total 498.214,08
Realisasi Penggunaan Dana Realized Use of Funds		
Pembayaran utang Pokok Obligasi I KAI Tahun 2017 seri A (66,89%) Principal Repayment of Bond I KAI 2017 Series A (66.89%) 1.000.000,00	Pengadaan Prasarana Pengembangan Sumatra Bagian Selatan (33,11%) Infrastructure Procurement for Southern Sumatra Development (33.11%) 494.958,92	Total Total 1.494.958,92
Sisa dan Hasil Penawaran Umum Remaining Funds from Public Offering		0

Rincian Biaya Penawaran Umum Obligasi

Details of Bond Public Offering Fees

No	Rincian / Detail	Prospektus / Prospectus	Realisasi / Realization
1	Penjamin Pelaksana Emisi Efek / Issuing Underwriter	0,11%	0,11%
2	Profesi penunjang pasar modal / Capital Market Supporting Profession	0,06%	0,06%
3	Lembaga penunjang pasar modal / Capital Market Supporting Institution	0,05%	0,04%
4	Biaya Pendaftaran / Registration Fees	0,06%	0,06%
5	Lain-Lain / Others	0,06%	0,06%

Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017

Payment of KAI Series A Bond I Principal Debt in 2017

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

No	Rincian / Detail	Rencana / Plan	Realisasi / Realization	Sisa / Remainder	Keterangan / Description
1	Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017 / Payment of KAI Series A Bonds I Year 2017	1.000.000,00	1.000.000,00	-	-

Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan

Procurement of Infrastructure for Development of Southern Sumatra

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

No	Rincian / Detail	Rencana / Plan	Realisasi / Realization	Sisa / Remainder	Keterangan / Description
1	Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan / Procurement of Infrastructure Development of Southern Sumatra	494.958,92	494.958,92	-	-

Penempatan Dana Hasil Penawaran Umum

Placement of Public Offering Proceeds

No	Nama Bank / Bank Name	Jenis Simpanan / Deposit Type	Jumlah / Total	Tingkat Suku Bunga (p.a) / Interest Rate (p.a)	Periode / Period	Hubungan Afiliasi / Affiliations
1	Bank Syariah Indonesia	Giro / Current Account	-	1,35%	Per 31 Desember 2023 / As of December 31, 2023	Terafiliasi / Affiliated

Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I per 31 Desember 2023

Sustainable Sukuk Ijarah of Kereta Api Indonesia Phase I as of December 31, 2023

Jenis Penawaran Umum Type of Public Offering

Sukuk Ijarah Berkelanjutan I Tahap I

Sukuk Ijarah I Phase I

Tanggal Efektif : 29 Juli 2022
Effective Date: July 29th, 2022

Nilai Realisasi Hasil Penawaran Umum Realized Value of Public Offering Funds		
Jumlah Hasil Penawaran Umum Total Proceeds from Public Offering	Biaya Penawaran Umum Offering Costs	Hasil Bersih Net Proceeds
500.000,00	1.785,92	498.214,08
Rencana Penggunaan Dana Planned Use of Funds		
Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan (78%) Procurement of Infrastructure Development of Southern Sumatra (78%)	Pengadaan Sarana KA Bandara Internasional Adi Sumarmo (22%) Procurement of Adi Soemarmo International Airport Railroad Rolling Stock (22%)	Total Total
388.606,99	109.607,10	498.214,08
Realisasi Penggunaan Dana Realized Use of Funds		
Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan (78%) Procurement of Infrastructure Development of Southern Sumatra (78%)	Pengadaan Sarana KA Bandara Internasional Adi Sumarmo (22%) Procurement of Adi Soemarmo International Airport Railroad Rolling Stock (22%)	Total Total
388.606,99	109.607,10	498.214,08
Sisa dan Hasil Penawaran Umum Remaining Funds from Public Offering		0

Rincian Biaya Penawaran Umum Sukuk Ijarah Berkelanjutan I KAI Tahap I Tahun 2022

Details of Offering Costs for Sustainable Sukuk Ijarah of Kereta Api Indonesia Phase I Year 2022

No	Rincian / Detail	Prospektus / Prospectus	Realisasi / Realization
1	Penjamin Pelaksana Emisi Efek / Issuing Underwriter	0,11360%	0,11360%
2	Profesi penunjang pasar modal / Capital Market Supporting Profession	0,09367%	0,09200%
3	Lembaga penunjang pasar modal / Capital Market Supporting Institution	0,05750%	0,05550%
4	Biaya Pendaftaran / Registration Fees	0,03675%	0,03758%
5	Lain-Lain / Others	0,06255%	0,05850%

Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan

(Dalam Jutaan Rupiah)

Procurement of Infrastructure for Development of Southern Sumatra

(In millions of Rupiah)

No	Rincian / Detail	Rencana / Plan	Realisasi / Realization	Sisa / Remainder	Keterangan / Description
1	Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017 / Procurement of Infrastructure Development of Southern Sumatra	1.000.000,00	1.000.000,00	-	-

Pengadaan Sarana KA Bandara Internasional Adi Soemarmo

Procurement of Railway Rolling Stock for Adi Soemarmo International Airport

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

No	Rincian / Detail	Rencana / Plan	Realisasi / Realization	Sisa / Remainder	Keterangan / Description
1	Pengadaan Sarana KA Bandara Internasional Adi Soemarmo / Procurement of Adi Soemarmo International Airport Railroad Rolling Stock	109.607,10	109.607,10	-	-

Penempatan Dana Hasil Penawaran Umum

Placement of Public Offering Proceeds

No	Nama Bank / Bank Name	Jenis Simpanan / Deposit Type	Jumlah / Total	Tingkat Suku Bunga (p.a) / Interest Rate (p.a)	Periode / Period	Hubungan Afiliasi / Affiliations
1	Bank Rakyat Indonesia	Giro / Current Account	-	2,30%	Per 31 Desember 2023 / As of December 31, 2023	Terafiliasi / Affiliated

Penerbitan Obligasi tahun 2024

2024 Bond Issuance

No	Uraian / Description	Tanggal Distribusi Obligasi secara Elektronik / Electronic Bond Distribution Date	Tenor	Mata uang / Currency	Jumlah Obligasi / Total Bonds	Harga Penawaran / Offering Price	Tanggal Jatuh Tempo / Due Date	Tingkat Suku Bunga / Interest Rate	Status Pembayaran / Payment Status	Peringkat / Ranking		Wali Amanat / Trustee
										2024	2023	
1	Obligasi Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Bonds I KAI Phase II Series A Year 2024	09 Agustus 2024 / 09 Agustus 2024	3	IDR	67.000.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2027 / 09 Agustus 2027	6,90% per tahun / 6,90% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
2	Obligasi Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Bonds I KAI Phase II Series B Year 2024	09 Agustus 2024 / 09 Agustus 2024	5	IDR	295.500.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2029 / 09 Agustus 2029	7,20% per tahun / 7,20% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
3	Obligasi Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Bonds I KAI Phase II Series C Year 2024	09 Agustus 2024 / 09 Agustus 2024	7	IDR	337.500.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	09 Agustus 2031 / 09 Agustus 2031	7,30% per tahun / 7,30% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
4	Obligasi Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Bonds II KAI Phase I Series A Year 2024	19 November 2024 / 19 November 2024	3	IDR	437.800.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2027 / 19 November 2027	6,70% per tahun / 6,70% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
5	Obligasi Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Bonds II KAI Phase I Series B Year 2024	19 November 2024 / 19 November 2024	5	IDR	448.360.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2029 / 19 November 2029	7,00% per tahun / 7,00% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk
6	Obligasi Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Bonds II KAI Phase I Series C Year 2024	19 November 2024 / 19 November 2024	7	IDR	613.840.000.000	100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi	19 November 2031 / 19 November 2031	7,10% per tahun / 7,10% per tahun	Belum lunas / Not Paid	idAAA	-	PT Bank Mega Tbk

Penerbitan Sukuk tahun 2024

2024 Sukuk Issuance

No	Uraian / Description	Tanggal Distribusi Sukuk secara Elektronik / Electronic Bond Distribution Date	Tenor	Mata Uang / Currency	Jumlah Sukuk / Total Sukuk	Harga Penawaran / Offering Price	Tanggal Jatuh Tempo / Due Date	Status Pembayaran / Payment Status	Peringkat / Ranking		Wali Amanat / Trustee
									2024	2023	
1	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series A of 2024	9 Agustus 2024 / 9 Agustus 2024	3	IDR	62.500.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2027 / 9 Agustus 2027	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
2	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series B of 2024	9 Agustus 2024 / 9 Agustus 2024	5	IDR	127.270.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2029 / 9 Agustus 2029	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
3	Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series C of 2024	9 Agustus 2024 / 9 Agustus 2024	7	IDR	110.230.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	9 Agustus 2031 / 9 Agustus 2031	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Mega Tbk
4	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series A of 2024	19 November 2024 / 19 November 2024	3	IDR	116.540.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2027 / 19 November 2027	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk
5	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series B of 2024	19 November 2024 / 19 November 2024	5	IDR	83.135.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2029 / 19 November 2029	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk
6	Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series C of 2024	19 November 2024 / 19 November 2024	7	IDR	300.325.000.000	100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah	19 November 2031 / 19 November 2031	Belum lunas / Not Paid	idAAA (sy)	-	PT Bank Syariah Indonesia Tbk

Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal

Material Information Regarding Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring

(Dalam Rupiah)

(In Rupiah)

Uraian / Description	2024	2024
Investasi Entitas Asosiasi dan Ventura Bersama / Investments in Associates and Joint Ventures		
Entitas Asosiasi / Associates		
PT Moda Integrasi Transportasi Jabodetabek	29.802.854	28.617.769
PT BPRS Baiturridha Pusaka	12.887.266	9.519.838
Ventura Bersama / Joint Ventures		
PT Pilar Sinergi BUMN Indonesia	6.165.535.579	5.708.376.759
KSO Bumi Kalog	46.050.395	42.005.447
KSO B Kalog	17.132.932	16.876.931
KSO PT KAPM - PT Mega Dasa Semesta	3.011.880	2.973.405
Jumlah / Total	6.274.420.906	5.808.370.149

Ekspansi

Di tahun 2024, Perseroan tidak melakukan aktivitas ekspansi. Atas hal tersebut, tidak terdapat informasi mengenai ekspansi Perseroan untuk disajikan di dalam bagian ini.

Divestasi

Di tahun 2024, Perseroan tidak melakukan aktivitas divestasi. Atas hal tersebut, tidak terdapat informasi mengenai divestasi usaha Perseroan untuk disajikan di dalam bagian ini.

Penggabungan/Peleburan

Di tahun 2024, Perseroan tidak melakukan penggabungan/peleburan usaha. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas penggabungan/peleburan usaha Perseroan untuk disajikan di dalam bagian ini.

Akuisisi

Di tahun 2024, Perseroan tidak melakukan akuisisi. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas akuisisi Perseroan untuk disajikan di dalam bagian ini.

Restrukturisasi Utang/Modal

Di tahun 2024, Perseroan tidak melakukan aktivitas restrukturisasi utang/modal. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas restrukturisasi utang/modal Perseroan untuk disajikan di dalam bagian ini.

Expansion

In 2024, the Company did not carry out expansion activities. Therefore, there is no information available regarding the Company's expansion to report in this section.

Divestment

In 2024, the Company did not engage in divestment activities. Therefore, there is no information pertaining to the Company's business divestment to share in this section.

Merger/Amalgamation

In 2024, the Company did not participate in any merger or amalgamation activities. There is no information regarding the Company's business merger or amalgamation activities to provide in this section.

Acquisition

In 2024, the Company did not undertake acquisition activities. As of now, no information is available on the Company's acquisition efforts to include in this section.

Debt/Capital Restructuring

In 2024, the Company did not conduct debt or capital restructuring activities. Therefore, there is no information about the Company's debt or capital restructuring initiatives to be presented in this section.

Informasi Material Terkait Transaksi Material Yang Mengandung Benturan Kepentingan dan/atau dengan Pihak Afiliasi

Material Information Related to Material Transactions Containing Conflict of Interest and/or With Affiliated Parties

Berdasarkan pada Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, Transaksi Material merupakan setiap transaksi yang dilakukan oleh perusahaan terbuka atau perusahaan terkendali yang memenuhi batasan nilai transaksi sama dengan 20% (dua puluh persen) atau lebih dari ekuitas Perusahaan Terbuka.

Transaksi Material yang Mengandung Benturan Kepentingan

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, Benturan kepentingan adalah perbedaan antara kepentingan ekonomis perusahaan terbuka dengan kepentingan ekonomis pribadi Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali yang dapat merugikan Perusahaan Terbuka dimaksud.

According to Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, a Material Transaction is defined as any transaction conducted by a public company or its controlled entity that meets or exceeds 20% of the Public Company's equity.

Material Transactions Containing Conflict of Interest

Under Financial Services Authority Regulation No. 42/POJK.04/2020 regarding Affiliated Transactions and Conflicts of Interest, a Conflict of Interest occurs when there is a discrepancy between the economic interests of a public company and the personal economic interests of its Board of Directors, Board of Commissioners, Majority Shareholders, or Controllers that could harm the Public Company.

Hingga 31 Desember 2024, Perseroan tidak memiliki transaksi material yang mengandung benturan kepentingan.

Transaksi Material dengan Pihak Afiliasi

Perseroan merupakan bagian dari suatu kelompok usaha, sehingga dalam menjalankan operasinya, Perseroan berhubungan dan melakukan transaksi dengan pihak-pihak yang berelasi. Informasi hubungan tersebut, tidak terdapat perbedaan syarat dan kondisi atas transaksi yang dilakukan dengan pihak ketiga.

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);

As of December 31, 2024, the Company did not have material transactions that involve conflicts of interest.

Material Transactions with Affiliated Parties

As part of a business group, the Company engages in operations that require transactions with related parties. Information regarding such transactions indicates that there are no discrepancies in the terms and conditions compared to those applicable to third parties.

A related party may be individuals or entities associated with the reporting entity:

- a. A person or close family member is related if they:
 - i. Have control or joint control over the reporting entity;
 - ii. Have significant influence over the reporting entity; or
 - iii. Are key management personnel of the reporting entity or its parent entity.
- b. An entity is related to the reporting entity if it fits into any of the following categories:
 - i. The entity and the reporting entity are members of the same business group (meaning that the parent entity, subsidiary entities, and subsequent subsidiaries are related to each other);
 - ii. One entity is an associate or joint venture of another entity (or an associate or joint venture of a member of a business group to which the other entity belongs);
 - iii. Both entities are joint ventures of the same third party;
 - iv. One entity is a joint venture of a third entity, while the other entity is an associate of the third entity;
 - v. The entity is a post-employment benefit plan for the benefits of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity manages the plan, the sponsoring entity is also related to the reporting entity;
 - vi. The entity is controlled or jointly controlled by a person identified in paragraph (a);

- vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau
- viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

- vii. A person identified in paragraph (a)(i) has significant influence over the entity or is key management personnel of the entity (or a parent entity of the entity); or
- viii. The entity, or a member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent entity of the reporting entity.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional. Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Negara BUMN sebagai kuasa pemegang saham. Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Laporan Keuangan.

Government-related entities are those controlled, jointly controlled, or influenced by government bodies, which includes local, national, or international agencies. These entities may include those heavily influenced by the Ministry of Finance, representing the entity's Shareholder, or those controlled by the Government of Indonesia through the Ministry of State-Owned Enterprises on behalf of the shareholder. All substantive transactions and balances with related parties are detailed in the Financial Statements.

Nama Pihak dan Sifat Hubungan Berelasi dan Realisasi Transaksi

Perseroan melakukan sejumlah transaksi dengan pihak berelasi, dengan penjelasan sifat hubungan sebagai berikut:

- a. Pemerintahan Republik Indonesia diwakili oleh Menteri BUMN merupakan pemegang saham Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.
- b. Perusahaan menempatkan dan meminjam dana pada bank-bank yang dimiliki Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
- c. Perusahaan yang menandatangani perjanjian dalam rangka usaha, dengan BUMN-BUMN lain merupakan entitas anak BUMN serta badan-badan lembaga-lembaga pemerintah yang berwenang
- d. Memiliki anggota pengurus yang sama dengan entitas anak, yaitu Direksi Perusahaan yang juga merupakan Komisaris pada entitas anak.
- e. Dewan Komisaris dan Direksi merupakan personil manajemen kunci Grup.

Name of Parties and Nature of Related Relationships and Realization of Transactions

The Company has entered into several transactions with related parties, outlined as follows:

- a. The Government of the Republic of Indonesia, through the Minister of SOEs, serves as the Company's shareholder, with affiliated relationships through capital participation by the Government.
- b. The Company engages in placing and borrowing funds in government-owned banks under standard terms and interest rates applicable to third-party clients.
- c. Transactions are conducted with other SOEs and authorized government agencies for business purposes, involving subsidiaries of SOEs.
- d. The Company shares managerial members with its subsidiary, including members of the Board of Directors who also hold positions on the Commission.
- e. The Board of Commissioners and Board of Directors serve as the key management personnel of the Group.

Pengungkapan Transaksi Afiliasi pada Laporan Keuangan

Transaksi afiliasi Perseroan telah diungkapkan di dalam Laporan Keuangan PT KAI (Persero) dan Entitas Anak tahun buku 2024. Informasi daftar pihak berelasi beserta pengungkapan sifat hubungan dan sifat relasi dapat dilihat pada laporan keuangan dalam catatan 42. **[GRI 2-6]**

Realisasi Transaksi dengan Pihak Berelasi

Informasi terkait nama pihak, sifat hubungan dan realisasi transaksi dengan pihak berelasi disusun berdasarkan Catatan atas Laporan Keuangan Konsolidasian PT Kereta Api Indonesia (Persero) Tahun 2024 adalah sebagai berikut:

Transaksi dengan Pihak Berelasi

(Dalam ribuan rupiah)

Barang Investasi / Investment Goods	2024		2023	
	Nominal / Nominal	Persentase terhadap total Aset / Percentage to Total Assets	Nominal / Nominal	Persentase terhadap total Aset / Percentage to Total Assets
Bank (Rupiah)	4.222.719.440	4,35	3.731.139.228	4,25
Deposito (Rupiah) / Deposit (Rupiah)	379.200.000	0,39	1.386.615.360	1,70
Dana Dibatasi Penggunaannya / Restricted Funds	3.268.240.606	3,37	2.560.880.158	3,15
Piutang Usaha – Bersih / Accounts Receivable – Net	1.985.883.347	2,05	1.253.114.802	1,54
Piutang Lain-lain – Bersih / Other Receivables – Net	9.624.602.477	9,91%	-	-
Pendapatan Masih Akan Diterima – Bersih / Unearned Revenue – net	2.908.544.535	3,00%	439.036.344	0,54
Jumlah / Total	22.389.190.405	23,07	9.096.534.058	11,18

Kewajaran Transaksi dan Alasan Dilakukan Transaksi

KAI melakukan transaksi dengan pihak berelasi seiring dengan adanya kebutuhan usaha yang relevan dan sesuai dengan kegiatan operasional KAI. Transaksi pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, persyaratan tersebut dapat sama atau tidak sama dengan transaksi lain yang dilakukan dengan pihak ketiga (*arm's length*).

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai peraturan perundang-undangan. Seluruh transaksi signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan laporan keuangan konsolidasian.

Disclosure of Affiliated Transactions in Financial Statements

The Company's affiliated transactions have been disclosed in the Financial Report of PT KAI (Persero) and Subsidiaries for the 2024 financial year. Information on the list of related parties along with disclosure of the nature of the relationship and the nature of the relationship can be seen in the financial report in note 42. **[GRI 2-6]**

Realization of Transactions with Related Parties Assets from Related Parties

Information related to the names of parties, nature of the relationship and realization of transactions with related parties is prepared based on the Notes to the Consolidated Financial Statements of PT Kereta Api Indonesia (Persero) for 2024 as follows:

Transaction with Related Parties

(In thousands of Rupiah)

Fairness of Transactions and Reasons for Transactions

KAI conducts transactions with related parties based on relevant business needs and in accordance with its operational activities. These related party transactions are executed according to terms agreed upon by both parties, which may differ from those of transactions conducted with third parties (*arm's length*).

All related party transactions have been carried out fairly and in compliance with applicable laws and regulations. Significant transactions with related parties have been disclosed in the consolidated financial statements.

Kebijakan Manajemen Review Transaksi dan Pemenuhan Peraturan Terkait

Seluruh transaksi telah melalui mekanisme *review* sesuai dengan jenis transaksi. Setiap transaksi dilakukan analisis kelayakan transaksi. KAI senantiasa berkomitmen untuk menjalankan bisnis yang prudent dan seluruh transaksi telah memenuhi peraturan dan ketentuan yang berlaku.

Pengungkapan Transaksi Afiliasi pada Laporan Keuangan

Transaksi afiliasi Perseroan telah diungkapkan di dalam Laporan Keuangan PT KAI (Persero) dan Entitas Anak tahun buku 2024 dalam catatan 41.

Transaction Review Management Policy and Compliance with Related Regulations

Each transaction undergoes a review process tailored to its type. A transaction feasibility analysis is conducted for every transaction. KAI is committed to prudent business practices, and all transactions comply with relevant regulations and provisions.

Disclosure of Affiliated Transactions in Financial Statements

The affiliated transactions of the Company have been disclosed in the Financial Statements of PT KAI (Persero) and its subsidiaries for the 2024 financial year in Note 41.

Perubahan Peraturan Perundang-Undangan dan Dampak Terhadap Perseroan

Changes in Laws and Regulations and their Impact on the Company

Sepanjang tahun 2024, terdapat perubahan peraturan perundang-undangan yang berdampak terhadap Perseroan.

Throughout 2024, there are changes in laws and regulations that have impacted the Company.

No	Judul Peraturan / Regulation	Pokok Pengaturan / Content of the Regulation	Penyesuaian yang dilakukan KAI / Adjustments Made by the Company	Dampak Terhadap KAI / Impact on KAI
1	Undang-Undang Nomor 4 Tahun 2024 tentang Kesejahteraan Ibu dan Anak pada Fase Seribu Hari Pertama Kehidupan ("UU 4/2024"). / Law Number 4 of 2024 concerning the Welfare of Mothers and Children in the First Thousand Days of Life ("Law 4/2024").	Mengatur hak-hak ibu dan anak pada fase seribu hari pertama serta kewajiban dalam pemenuhannya. / Regulating the rights of mothers and children in the first thousand days and the obligations in fulfilling them.	Saat ini pada kereta model Stainless Steel New Generation telah dilengkapi dengan toilet dengan tempat perawatan anak yang dapat digunakan juga sebagai tempat untuk kebutuhan Ibu menyusui, memerah air susu ibu. / Currently, the New Generation Stainless Steel model train is equipped with a toilet with a child care area that can also be used as a place for breastfeeding mothers, expressing breast milk.	a. Bahwa PT KAI perlu melakukan perubahan peraturan perusahaan yang mengatur tentang izin tidak masuk bekerja, penghasilan PKWTT, Jaminan Kesehatan guna penyesuaian terhadap UU 4/2024. / That PT KAI needs to make changes to company regulations governing leave from work, PKWTT income, Health Insurance in order to adjust to Law 4/2024. b. Penyediaan fasilitas di tempat kerja berupa penyediaan ruang laktasi sesuai UU 4/2024. / Provision of facilities in the workplace in the form of provision of lactation rooms in accordance with Law 4/2024. c. Pemenuhan fasilitas di kereta yakni fasilitas yang berkaitan dengan kebutuhan Ibu menyusui, memerah air susu ibu, dan/atau kondisi kedisabilitasan Ibu dan Anak. / Fulfillment of facilities on the train, namely facilities related to the needs of breastfeeding mothers, expressing breast milk, and/or the disability conditions of mothers and children. d. Ketentuan peraturan Perusahaan mengenai Standar Stasiun perlu mengakomodir fasilitas tempat penitipan anak sesuai dengan UU 4/2024. / Provisions of Company regulations regarding Station Standards need to accommodate childcare facilities in accordance with Law 4/2024. e. PT KAI dapat dikenakan sanksi apabila fasilitas sebagaimana dalam UU 4/2024 tidak disediakan. / PT KAI may be subject to sanctions if the facilities as stated in Law 4/2024 are not provided.

No	Judul Peraturan / Regulation	Pokok Pengaturan / Content of the Regulation	Penyesuaian yang dilakukan KAI / Adjustments Made by the Company	Dampak Terhadap KAI / Impact on KAI
2	Peraturan Presiden Nomor 49 Tahun 2024 tentang Strategi Nasional Perlindungan Konsumen ("Perpres 29/2024"). / Presidential Regulation Number 49 of 2024 concerning the National Consumer Protection Strategy ("Presidential Regulation 29/2024").	Mengatur Strategi Nasional Perlindungan Konsumen yang memuat arah kebijakan strategi dan sektor prioritas perlindungan konsumen untuk pencapaian target tahun 2024. / Setting the National Consumer Protection Strategy which contains the direction of strategic policies and priority sectors for consumer protection to achieve the 2024 target.	-	a. Bahwa dengan berlakunya Perpres 29/2024, PT KAI sebagai pelaku usaha wajib patuh terhadap strategi nasional perlindungan konsumen ini. / That with the enactment of Presidential Regulation 29/2024, PT KAI as a business actor is obliged to comply with this national consumer protection strategy. b. Bahwa PT KAI dapat dilibatkan dalam pelaksanaan Strategi nasional perlindungan konsumen dan rencana aksi nasional perlindungan konsumen, serta dilibatkan dalam kegiatan pemantauan, evaluasi, dan pelaporan pelaksanaan rencana aksi nasional perlindungan konsumen. / That PT KAI can be involved in the implementation of the national consumer protection strategy and the national consumer protection action plan, as well as being involved in monitoring, evaluating, and reporting activities on the implementation of the national consumer protection action plan.
3	Peraturan Presiden Nomor 33 Tahun 2024 tentang Perubahan Ketiga Atas Peraturan Presiden Nomor 53 Tahun 2012 tentang Kewajiban Pelayanan Publik dan Subsidi Angkutan Perintis Bidang Perkeretaapian, Biaya Penggunaan Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara / Presidential Regulation Number 33 of 2024 concerning the Third Amendment to Presidential Regulation Number 53 of 2012 concerning Public Service Obligations and Subsidies for Pioneer Transportation in the Railway Sector, Costs for Using State-Owned Railway Infrastructure, and Maintenance and Operation of State-Owned Railway Infrastructure	Mengatur penegasan pengaturan terkait penggunaan anggaran negara dalam perawatan dan pengoperasian prasarana perkeretaapian, di mana pada Peraturan Presiden Nomor 53 Tahun 2012 tentang Kewajiban Pelayanan Publik dan Subsidi Angkutan Perintis Bidang Perkeretaapian, Biaya Penggunaan Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara beserta perubahannya belum cukup mengakomodir kebutuhan pembiayaan perawatan dan pengoperasian yang dilakukan oleh BUMN penerima penugasan Pemerintah / Regulating the affirmation of regulations related to the use of the state budget in the maintenance and operation of railway infrastructure, where Presidential Regulation Number 53 of 2012 concerning Public Service Obligations and Pioneer Transportation Subsidies in the Railway Sector, Costs for Using State-Owned Railway Infrastructure, and Maintenance and Operation of State-Owned Infrastructure and its amendments are not sufficient to accommodate the financing needs for maintenance and operation carried out by BUMNs assigned by the Government.	-	a. Dalam hal PT KAI memperoleh penugasan IMO dari Pemerintah, maka PT KAI akan memperoleh biaya perawatan prasarana perkeretaapian yang disediakan oleh Kemenhub yang sumber pembiayaannya berasal dari APBN (tidak lagi dapat menggunakan APBN-P). / In the event that PT KAI receives an IMO assignment from the Government, PT KAI will receive railway infrastructure maintenance costs provided by the Ministry of Transportation, the source of funding for which comes from the State Budget (can no longer use the Revised State Budget). b. PT KAI selaku BUMN yang memperoleh penugasan dari Pemerintah untuk menyelenggarakan pengoperasian prasarana perkeretaapian milik negara akan memperoleh biaya IMO sebesar perhitungan yang dilakukan dengan pedoman perhitungan biaya pengoperasian prasarana yang ditetapkan oleh Menteri, dalam hal ini yaitu PM 59/2023. Hasil perhitungan tersebut kemudian akan dianggarkan dalam APBN, dan dijadikan dasar sebagai perhitungan nilai kontrak antara Kemenhub dengan PT KAI / PT KAI as a BUMN that receives an assignment from the Government to operate state-owned railway infrastructure will receive an IMO fee in the amount of the calculation carried out with the guidelines for calculating infrastructure operating costs stipulated by the Minister, in this case PM 59/2023. The results of this calculation will then be budgeted in the State Budget, and used as the basis for calculating the contract value between the Ministry of Transportation and PT KAI. c. Apabila PT KAI menerima penugasan IMO dan realisasi biaya perawatan dan/atau pengoperasian melebihi dari nilai kontrak yang telah disepakati, maka PT KAI dapat mengajukan usulan pembayaran terhadap kekurangan biaya tersebut kepada Kemenhub dengan dilengkapi dokumen pendukung sebagaimana diatur dalam kontrak dan peraturan perundang-undangan. / If PT KAI receives an IMO assignment and the realization of maintenance and/or operating costs exceeds the agreed contract value, PT KAI can submit a proposal for payment of the shortfall to the Ministry of Transportation, accompanied by supporting documents as stipulated in the contract and laws and regulations.

No	Judul Peraturan / Regulation	Pokok Pengaturan / Content of the Regulation	Penyesuaian yang dilakukan KAI / Adjustments Made by the Company	Dampak Terhadap KAI / Impact on KAI
4	Peraturan Menteri Keuangan Nomor 20 Tahun 2024 Perubahan Atas Peraturan Menteri Keuangan Nomor 138/PMK.02/2021 tentang Jenis Dan Tarif Atas Jenis Penerimaan Negara Bukan Pajak Yang Bersifat Volatil Dan Kebutuhan Mendesak Yang Berlaku Pada Kementerian Perhubungan ("Permenkeu 20/2024"); / Regulation of the Minister of Finance Number 20 of 2024 Amendment to Regulation of the Minister of Finance Number 138/PMK.02/2021 concerning Types and Tariffs for Types of Volatile Non-Tax State Revenue and Urgent Needs Applicable to the Ministry of Transportation ("Permenkeu 20/2024");	Mengatur jenis dan tarif PNPB yang bersifat mudah berubah dan mendesak di lingkungan Kementerian Perhubungan / Regulating the types and rates of PNPB that are easily changed and urgent within the Ministry of Transportation	-	Bahwa untuk tagihan TAC setelah berlakunya Permenkeu 20/2024 membutuhkan penetapan satuan biaya penggunaan prasarana BMN dan faktor prioritas, yang terlebih dahulu harus memperoleh persetujuan Menteri Keuangan. / That for TAC bills after the enactment of Minister of Finance Regulation 20/2024, it is necessary to determine the unit cost of using BMN infrastructure and priority factors, which must first obtain the approval of the Minister of Finance.

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

1. Amendemen PSAK 221: Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran;
2. PSAK 117: Kontrak Asuransi; dan
3. Amendemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

1. PSAK 103: Kombinasi Bisnis;
2. PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
3. PSAK 107: Instrumen Keuangan: Pengungkapan;
4. PSAK 109: Instrumen Keuangan;

New standards and amendments to standards effective for periods beginning on or after January 1, 2025, with earlier adoption permitted, are:

1. Amendments to PSAK 221: Effect of Foreign Exchange Rate Changes on Exchangeability Shortfalls;
2. PSAK 117: Insurance Contracts; and
3. Amendments to PSAK 117: Insurance Contracts on Initial Application of PSAK 117 and PSAK 109 – Comparative Information.

Several PSAKs were also amended which are consequential amendments due to the enactment of PSAK 117: Insurance Contracts, namely:

1. PSAK 103: Business Combinations;
2. PSAK 105: Non-Current Assets Held for Sale and Discontinued Operations;
3. PSAK 107: Financial Instruments: Disclosure;
4. PSAK 109: Financial Instruments;

5. PSAK 115: Pendapatan dari Kontrak dengan Pelanggan; 6. PSAK 201: Penyajian Laporan Keuangan; 7. PSAK 207: Laporan Arus Kas; 8. PSAK 216: Aset Tetap; 9. PSAK 219: Imbalan Kerja; 10. PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama; 11. PSAK 232: Instrumen Keuangan: Penyajian; 12. PSAK 236: Penurunan Nilai Aset; 13. PSAK 237: Provisi, Liabilitas Kontijensi dan Aset Kontijensi - PSAK 238: Aset Takberwujud; dan 14. PSAK 240: Properti Investasi.	5. PSAK 115: Revenue from Contracts with Customers; 6. PSAK 201: Presentation of Financial Statements; 7. PSAK 207: Statement of Cash Flows; 8. PSAK 216: Property, Plant and Equipment; 9. PSAK 219: Employee Benefits; 10. PSAK 228: Investments in Associates and Joint Ventures; 11. PSAK 232: Financial Instruments: Presentation; 12. PSAK 236: Impairment of Assets; 13. PSAK 237: Provisions, Contingent Liabilities and Contingent Assets - PSAK 238: Intangible Assets; and 14. PSAK 240: Investment Property.

Prospek Usaha 2025

Business Outlook for 2025

Proyeksi Makroekonomi

Berdasarkan laporan IMF dalam *World Economic Outlook*, Pertumbuhan ekonomi global diperkirakan masih akan berjalan stagnan sebesar 3,3% pada tahun 2025. Suku bunga global diprediksi masih tergolong tinggi dan berdampak pada pengetatan likuiditas dan terbatasnya arus modal masuk ke negara-negara berkembang. Konflik geopolitik antara Rusia-Ukraina dan konflik di Timur Tengah belum mereda serta persaingan antara Amerika Serikat-Tiongkok masih berlanjut.

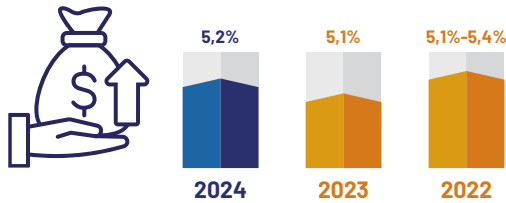
Perekonomian global masih sangat dinamis dengan risiko dan ketidakpastian yang perlu terus diantisipasi. Ke depan, pertumbuhan ekonomi global diperkirakan masih stagnan di level rendah (di bawah level prapandemi). Faktor risiko dan ketidakpastian bersumber dari tingkat suku bunga yang masih tinggi, eskalasi konflik geopolitik, peningkatan tensi perang dagang akibat isu overproduksi di Tiongkok, serta risiko yang berdampak struktural, terutama yang bersumber dari perubahan iklim, digitalisasi, serta penuaan demografi (*aging population*). Namun dengan demikian Kementerian Keuangan memperkirakan bahwa ekonomi Indonesia akan tumbuh kuat dan berkelanjutan pada tahun 2025 dengan tingkat pertumbuhan sebesar 5,2%. Bank Indonesia (BI) memproyeksikan inflasi pada tahun 2025 akan tetap terkendali dalam kisaran target 2,5%±1%, mencerminkan stabilitas harga yang mendukung pertumbuhan ekonomi.

Macroeconomic Projections

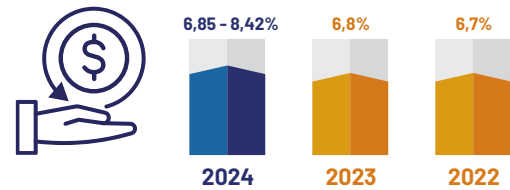
According to the IMF report in the *World Economic Outlook*, global economic growth is expected to remain stagnate at 3.3% in 2025. Global interest rates are predicted to stay relatively high, which may tighten liquidity and limit capital inflows to developing countries. The geopolitical conflicts between Russia and Ukraine, as well as tensions in the Middle East, have not subsided, and the competition between the United States and China continues.

The global economy remains dynamic, with various risks and uncertainties that require ongoing attention. Looking ahead, global economic growth is anticipated to stagnate at levels below those seen before the pandemic. Contributing factors to these risks and uncertainties include persistently high interest rates, escalating geopolitical conflicts, and increased trade tensions due to China's overproduction issues. Additionally, structural risks related to climate change, digitalization, and an aging population are also concerns. However, the Ministry of Finance estimates that the Indonesian economy will experience strong and sustainable growth in 2025, with a projected growth rate of 5.2%. Bank Indonesia (BI) forecasts that inflation in 2025 will remain under control, staying within the target range of 2.5% ± 1%, reflecting price stability that supports economic growth.

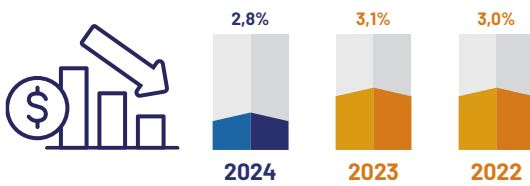
Pertumbuhan Ekonomi Economic Growth



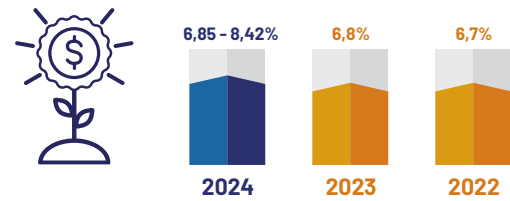
Suku Bunga SBN SBN Interest Rate



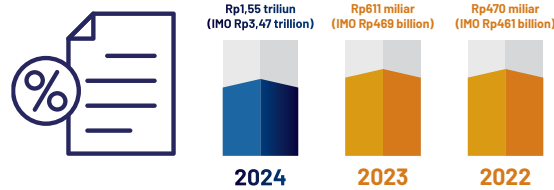
Inflasi Inflation



B17DRR



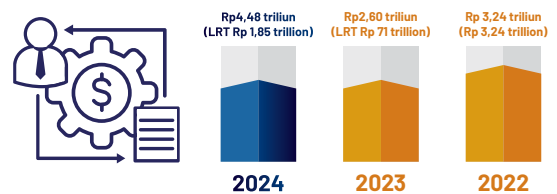
TAC



Nilai Tukar Rupiah (Rp/USD) Rupiah Exchange Rate (Rp/USD)



Public Service Obligation



Sumber:
*) RAPBN Tahun 2024
**) APS Nomor: S-419/MBU/09/2023 tanggal 29 November 2023
perihal pemegang saham untuk Penyusunan RAKP Tahun 2024

Source:
*) 2024 State Budget (RAPBN)
**) APS Number: S-419/MBU/09/2023 dated November 29th, 2023, regarding the holder of the mandate for the preparation of the 2024 Company Work Plan and Budget.

STRATEGI TAHUN 2025

Mengacu pada asumsi proyeksi ekonomi yang telah dijabarkan di atas, KAI melihat bahwa perekonomian 2025 masih diliputi dengan ketidakpastian. Menghadapi dinamika eksternal yang ada, KAI merumuskan strategi yang responsif dan adaptif untuk menghadapi tantangan dan memanfaatkan peluang di pasar kereta api yang semakin kompetitif.

1. Meningkatkan pertumbuhan pendapatan melalui manajemen harga yang dinamis, optimalisasi rute, serta diferensiasi layanan dan penawaran premium.
2. Meningkatkan efektivitas pemasaran melalui strategi berbasis digital dan data, kemitraan strategis, serta pemasaran berkelanjutan dan ramah lingkungan.

STRATEGY FOR 2025

Based on the economic projections outlined, KAI anticipates that the economy in 2025 will continue to be fraught with uncertainty. In response to existing external dynamics, KAI has developed a responsive and adaptive strategy aimed at overcoming challenges and seizing opportunities in the increasingly competitive railway market, as follows:

1. Enhancing revenue through dynamic pricing, route optimization, and differentiated premium service offerings.
2. Increasing marketing effectiveness by leveraging digital and data-driven strategies, forming strategic partnerships, and adopting sustainable, eco-friendly marketing practices.

3. Meningkatkan pengalaman pelanggan melalui penguatan pengalaman digital, pelatihan staf, serta program loyalitas dan keterlibatan pelanggan. 4. Mendukung peningkatan pendapatan dan efisiensi biaya. 5. Meningkatkan keselamatan operasional melalui standar keamanan yang ketat, serta pemeliharaan sarana dan prasarana secara berkala. 6. Meningkatkan inovasi, digitalisasi dan peningkatan teknologi. 7. Meningkatkan <i>Reliability, Availability, Maintainability, Safety and Services</i> (RAMSS) dalam Mendukung Daya Saing dan Peningkatan Pendapatan Perusahaan. 8. Transformasi Digital dalam proses pengoperasian dan perawatan prasarana untuk meningkatkan efisiensi, keselamatan, serta pendapatan. 9. Implementasi program kerja berbasis prinsip keberlanjutan (<i>sustainability</i>) dan <i>Environmental, Social, dan Governance</i> (ESG). 10. Mendukung peningkatan pendapatan angkutan penumpang. 11. Mendukung peningkatan pendapatan angkutan barang. 12. Meningkatkan keselamatan operasional dengan melakukan <i>review</i> kebijakan implementasi RAM, inspeksi menggunakan metode RAMS dan lainnya. 13. Meningkatkan sistem manajemen keselamatan dan keamanan yang terintegrasi. 14. Merancang program strategis <i>Behaviour Based Safety</i> (BSS) untuk menekan terjadinya human error. 15. Melakukan transformasi <i>human capital</i> melalui penguatan produktivitas pekerja, pengembangan <i>talent</i>, serta peningkatan tingkat kematangan SDM. 16. Pembentukan <i>Shared Serviced Center & Supply Chain Management</i> guna meningkatkan produktivitas dan efisiensi. 17. Meningkatkan kesejahteraan pekerja secara menyeluruh melalui program finansial, sosial, dan kesehatan. 18. Pengadaan dan pelaksanaan pekerjaan konstruksi bisnis pengembangan Jawa dan Sumbagsel serta penyelesaian dokumen teknis Sumbagsel. 19. Penyelesaian Terminal Batu Bara Kramasan (TBB Kramasan). 20. Penyelarasan <i>remapping</i> bisnis Anak Perusahaan dengan kebijakan <i>Stakeholder</i>.	3. Improving customer satisfaction by enhancing digital interactions, providing staff training, and implementing customer loyalty and engagement programs. 4. Supporting growth in revenue while enhancing cost efficiency. 5. Improving operational safety through strict adherence to safety standards and regular maintenance of facilities and infrastructure. 6. Fostering innovation, enhancing digital capabilities, and focusing on technological advancements. 7. Improving Reliability, Availability, Maintainability, Safety, and Services (RAMSS) to support competitiveness and drive company revenue. 8. Transforming operational and maintenance processes via digital solutions to enhance efficiency, safety, and revenue. 9. Implementing work programs that adhere to sustainability principles and Environmental, Social, and Governance (ESG) standards. 10. Supporting the growth of passenger transportation revenue. 11. Aiding in the increase of freight transportation revenue. 12. Enhancing operational safety by reviewing RAM implementation policies and conducting inspections using the RAMS method. 13. Improving an integrated safety and security management system. 14. Designing a strategic Behavior-Based Safety (BSS) program to minimize human error. 15. Strengthening employee productivity, developing talent, and increasing HR maturity levels. 16. Establishing a Shared Service Center and implementing supply chain management to boost productivity and efficiency. 17. Enhancing overall employee welfare through financial, social, and health programs. 18. Overseeing the procurement and execution of construction projects related to Java and South Sumatra development, including the completion of technical documents for South Sumatra. 19. Finalizing work on the Kramasan Coal Terminal (TBB Kramasan). 20. Ensuring that the business remapping of subsidiaries aligns with stakeholder policies.

STRATEGI KAI SESUAI RJPP

Sebagai BUMN yang bergerak dalam industri transportasi, rencana bisnis KAI perlu di kembangkan selaras dengan rencana strategis dan tema pengembangan pemerintah dalam mendukung agenda transportasi nasional. Rencana bisnis KAI harus dapat mengakomodasi rencana strategis Kementerian BUMN, Kementerian Perhubungan, serta Rencana Induk Perkeretaapian Nasional (RIPNAS).

RIPNAS merupakan rencana Pembangunan jangka panjang dalam sistem perkeretaapian Indonesia hingga 2030 yang termasuk pengembangan jaringan, sarana dan prasarana, teknologi, strategi investasi, dan sebagainya. Arah pengembangan yang di targetkan oleh RIPNAS di antaranya:

- Pengembangan jaringan perkeretaapian nasional yang mencapai 10.524 Km akumulatif total pada 2030, dimana sepanjang 3.755 Km adalah untuk jaringan kota/ perkotaan
- Menerapkan skenario penggunaan energi pada transportasi perkeretaapian pada 2030 yang berbasis pulau dengan porsi listrik 90% dan berbasis perkotaan dengan porsi listrik sebesar 100%.
- Adopsi teknologi berupa penguasaan teknologi prasarana dan konstruksi, pengembangan *roadmap* teknologi & industri kereta, penguasaan teknologi perawatan prasarana kereta standar internasional, dan lain-lain.
- Keselamatan dan keamanan berupa *monitoring* dan evaluasi penyelenggaraan perkeretaapian, pengembangan manajemen sistem keamanan dalam penyelenggaraan perkeretaapian, pengujian dan sertifikasi sarana dan prasarana, serta fasilitas pendukung lainnya, dan lain-lain.

Penyusunan RJPP dilakukan dengan mempertimbangkan kebijakan dan regulasi pemerintah terkait perkeretaapian. Dokumen-dokumen yang diterbitkan oleh DJKA, BAPPENAS, Kementerian BUMN, Kemenko Perekonomian, dan Kemenko Marves menjadi bagian dari asumsi eksternal penyusunan RJPP 2025-2029.

Dalam RJPP 2025-2029, KAI menetapkan empat tujuan strategis utama, yaitu keunggulan operasional (*Operational excellence*), loyalitas pelanggan (*Customer loyalty*), ESG, dan keberlanjutan keuangan (*Financial sustainability*). Tujuan-tujuan strategis ini berkaitan langsung dengan visi KAI dan akan menjadi panduan bagi KAI di mana setiap pilar strategi dan inisiatif harus dapat mencapai satu atau lebih dari satu tujuan strategis ini, sehingga memastikan bahwa setiap investasi dan aktivitas yang dilakukan oleh KAI selaras dengan visi KAI.

KAI'S STRATEGY IN LINE WITH RJPP

As a state-owned enterprise (BUMN) engaged in the transportation sector, KAI's business plan must align with the government's strategic vision and development themes in support of the national transportation agenda. The plan must also accommodate the strategic objectives of the Ministry of State-Owned Enterprises, the Ministry of Transportation, and the National Railway Master Plan (RIPNAS).

RIPNAS is a long-term development plan in the Indonesian railway system until 2030 which includes the development of networks, facilities and infrastructure, technology, investment strategies, and so forth. The development directions targeted by RIPNAS include:

- Developing a national railway network with a cumulative total of 10,524 km by 2030, including 3,755 km designated for urban networks.
- Implementing an energy usage model for railway transportation in 2030, with 90% of energy sourced from electricity for island-based services and 100% for urban services.
- Embracing technology advancements, including infrastructure and construction technology mastery, the development of a railway technology and industry roadmap, and adherence to international standards for infrastructure maintenance.
- Ensuring safety and security through rigorous monitoring and evaluation of railway management, development of security system management, and testing and certification of facilities and infrastructure, along with other related facilities.

The preparation of the RJPP is conducted while taking into account government policies and regulations related to railways. Various documents issued by DJKA, BAPPENAS, the Ministry of State-Owned Enterprises (SOEs), the Coordinating Ministry for Economic Affairs, and the Coordinating Ministry for Maritime Affairs and Investment are considered as external assumptions in the formulation of the 2025-2029 RJPP.

In the 2025-2029 RJPP, KAI has established four main strategic objectives: operational excellence, customer loyalty, Environmental, Social, and Governance (ESG), and financial sustainability. These strategic objectives are directly aligned with KAI's vision and will guide KAI's initiatives, ensuring that every investment and activity undertaken is in harmony with its overall vision.

Berikut ini adalah strategi yang dijalankan oleh KAI sesuai dengan RJPP 2025-2029.

1. Keunggulan Operasional

a. *Safety and Security*

- Mengurangi jumlah kecelakaan KKA dan NKKA untuk memastikan keselamatan penumpang dan pekerja.
- Mengurangi jumlah korban luka berat guna meningkatkan keselamatan operasional dan kepercayaan publik.
- Mengurangi jumlah korban kematian.
- *Response & recovery rate* insiden siber TI untuk memastikan keamanan data perusahaan.

b. *Asset quality*

- Meningkatkan ketersediaan sarana
- Meningkatkan keandalan sarana
- Meningkatkan keandalan prasarana
- Peningkatan kelas prasarana

c. *Punctuality*

- Ketepatan waktu angkutan penumpang
- Ketepatan waktu angkutan barang

2. Meningkatkan Loyalitas Pelanggan

a. *Market/Ridership Share*

- Meningkatkan volume penumpang
- Meningkatkan volume angkutan barang

b. *Customer Satisfaction*

- *Satisfaction score* angkutan penumpang
- *Satisfaction score* angkutan barang

c. *Brand perception*

3. ESG

a. *Environment impact*

- Mengurangi jejak emisi karbon
- Mengurangi insiden limbah

b. *Social impact*

c. *Governance*

- Peningkatan skor *Good Corporate Governance* (GCG)
- Menurunkan *rating* risiko ESG

4. Keberlanjutan Keuangan

a. *Financial Performance*

- Meningkatkan pendapatan angkutan penumpang
- Meningkatkan pendapatan angkutan barang
- Meningkatkan pendapatan non-angkutan
- Meningkatkan margin laba bersih

The following strategies will be implemented by KAI in line with the 2025-2029 RJPP:

1. Operational Excellence

a. *Safety and Security*

- Reduce the number of KKA (operational crew) and NKKA (non-operational crew) accidents to ensure the safety of passengers and employees.
- Decrease serious injuries to enhance operational safety and public trust.
- Minimize fatalities.
- Improve the response and recovery rate for IT cyber incidents to safeguard company data.

b. *Asset Quality*

- Increase the availability of facilities
- Increase the reliability of facilities.
- Enhance the reliability of infrastructure
- Enhance the class of infrastructure.

c. *Punctuality*

- Improve the timeliness of passenger transportation.
- Enhance the timeliness of goods transportation.

2. Increase Customer Loyalty

a. *Market/Ridership Share*

- Increase passenger volume.
- Boost the volume of goods transportation.

b. *Customer Satisfaction*

- Improve the satisfaction score for passenger transportation.
- Enhance the satisfaction score for goods transportation.

c. *Brand Perception*

3. ESG

a. *Environmental Impact*

- Reduce carbon emissions.
- Minimize waste incidents.

b. *Social Impact*

c. *Governance*

- Increase the score of Good Corporate Governance (GCG).
- Lower the ESG risk rating.

4. Financial Sustainability

a. *Financial Performance*

- Increase revenue from passenger transportation.
- Boost freight transportation revenue.
- Raise non-transportation revenue.
- Improve net profit margin.

b. Sustainable government assignment - LRT : Ridership, margin EBITDA, dan kebutuhan subsidi - KCIC : Ridership, serap rugi, dan SHL (Shareholder Loan) c. Sustainable subsidiary profit - Meningkatkan laba total anak perusahaan - Meningkatkan pendapatan dividen - Meningkatkan pendapatan eksternal dari anak perusahaan	b. Sustainable Government Assignment - LRT: Maximize ridership, EBITDA margin, and assess subsidy needs. - KCIC: Enhance ridership, loss absorption, and manage Shareholder Loans (SHL). c. Sustainable Subsidiary Profit - Increase total profit from subsidiaries. - Raise dividend income. - Enhance external income from subsidiaries.

Perbandingan Target dan Realisasi Tahun 2024 Serta Proyeksi Tahun 2025

Comparison of Target and Realization in 2024 and Projection in 2025

Perbandingan Target, Realisasi, dan Proyeksi Keuangan (Dalam ribuan rupiah)

Comparison of Target, Realization, and Financial Projection (In thousands of rupiah)

Uraian / Description	Target 2024 / 2024 Target	Realisasi 2024 / 2024 Realization	Pencapaian terhadap Target (%) / Achievement to Target (%)	Proyeksi 2025 / 2025 Projection
Posisi Keuangan / Financial Position				
Aset lancar / Current assets	10.935.000.000	16.825.576.357	153,87	14.739.154.079
Aset tidak lancar / Non-current assets	84.015.000.000	80.273.549.515	95,55	90.265.372.407
Total aset / Total assets	94.950.000.000	97.099.125.872	102,26	105.004.530.486
Liabilitas jangka pendek / Current liabilities	10.523.000.000	16.545.939.502	157,24	13.348.566.697
Liabilitas jangka Panjang / Non-current liabilities	49.217.000.000	45.228.523.897	91,90	53.182.839.091
Total liabilitas / Total liabilities	59.739.000.000	61.774.463.399	103,41	66.531.405.788
Total ekuitas / Total equity	35.210.000.000	35.324.662.473	100,33	38.473.124.698
Laba Rugi / Profit and Loss				
Pendapatan / Revenue	33.162.000.000	36.108.216.958	108,88	36.724.605.750
Beban usaha / Operating Expenses	27.565.122.617	23.273.515.654	84,43	29.312.634.253
Laba (rugi) usaha / Operating Profit (Loss)	5.597.095.530	7.601.393.188	135,81	7.411.971.497
Laba (rugi) tahun berjalan / Profit (Loss) for the Year	1.215.817.390	2.222.582.760	182,81	2.008.336.160
Rasio Keuangan (%) / Financial Ratio (%)				
Rasio kas / Cash Ratio	33,2	29,8	89,76	34,0
Rasio lancar / Current Ratio	103,9	101,7	97,88	110,4
Return on Equity (ROE)	3,46	12,4	358,38	5,2
Return on Assets (ROA)	1,4	2,1	150,0	2,3
Return on Investment (ROI)	12,49	9,5	76,06	-

Perbandingan Target dan Realisasi Keuangan**Aset**

Di tahun 2024, aset Perusahaan terealisasi sebesar Rp97,10 triliun atau mencapai 102,26% dari target sebesar Rp94,95 triliun. Rincian total aset terdiri dari aset lancar Perseroan terealisasi sebesar Rp16,83 triliun atau mencapai 153,87% dari target sebesar Rp10,34 triliun. Kemudian aset tidak lancar Perseroan terealisasi sebesar Rp80,27 triliun atau mencapai 95,55% dari target sebesar Rp84,02 triliun.

Liabilitas

Di tahun 2024, liabilitas Perusahaan terealisasi sebesar Rp61,77 triliun atau mencapai 103,41% dari target sebesar Rp59,74 triliun.

Ekuitas

Di tahun 2024, ekuitas Perusahaan terealisasi sebesar Rp35,32 triliun atau mencapai 100,33% dari target sebesar Rp35,21 triliun.

Pendapatan

Di tahun 2024, Perusahaan mencatatkan pendapatan dengan nilai yang terealisasi sebesar Rp36,11 triliun atau mencapai 108,88% dari target sebesar Rp33,16 triliun.

Laba Tahun Berjalan

Di tahun 2024, Perusahaan mencatatkan laba tahun berjalan dengan nilai yang terealisasi sebesar Rp2,22 triliun atau mencapai 182,81% dari target sebesar Rp1,22 triliun.

Comparison of Financial Targets and Realizations**Assets**

In 2024, the Company's total assets were realized at Rp97.10 trillion, achieving 102.26% of the target of Rp94.95 trillion. The breakdown of total assets includes current assets realized at Rp16.83 trillion, which is 153.87% of the target of Rp10.34 trillion. Additionally, the Company's non-current assets amounted to Rp80.27 trillion, reaching 95.55% of the target of Rp84.02 trillion.

Liabilities

In 2024, the Company's liabilities were realized at Rp61.77 trillion, which is 103.41% of the target of Rp59.74 trillion.

Equity

In 2024, the Company's equity was realized at Rp35.32 trillion, achieving 100.33% of the target of Rp35.21 trillion.

Revenue

In 2024, the Company recorded revenue of Rp36.11 trillion, reaching 108.88% of the target of Rp33.16 trillion.

Profit for the Year

In 2024, the Company recorded a profit for the year with a realized value of Rp2.22 trillion or reached 182.81% of the target of Rp1.22 trillion.

Perbandingan Target, Realisasi, dan Proyeksi Produksi

Comparison of Target, Realization and Projection of Production

Uraian / Description	Target 2024 / 2024 Target	Realisasi 2024 / 2024 realization	Pencapaian terhadap Target (%) / Achievement to Target (^)	Proyeksi 2025 / 2025 Projection
Angkutan Penumpang (orang) / Passenger Transportation (in Person)				
KA Utama Kelas Eksekutif / Main Train - Executive Class	18.713.274	18.923.496	101,1	14.561.021
KA Utama Kelas Bisnis / Main Train - Business Class	1.719.635	1.804.265	104,9	1.216.960
KA Utama Kelas Ekonomi / Main Train - Economy Class	28.286.026	30.524.135	107,9	32.911.725
KA Lokal Ekonomi / Local Train - Economy Class	391.400.591	402.091.293	102,7	7.796.713
Volume Angkutan Penumpang / Passenger Transportation Volume	440.119.526	453.343.189	103,0	56.486.418
Angkutan Barang (ton) Freight Transportation (in Ton)				
Batu Bara / Coal	55.544.848	55.645.263	100,2	56.486.418
Peti Kemas / Container	5.315.600	5.821.791	109,5	5.508.373

Uraian / Description	Target 2024 / 2024 Target	Realisasi 2024 / 2024 realization	Pencapaian terhadap Target (%) / Achievement to Target (^)	Proyeksi 2025 / 2025 Projection
BBM / Fuel	2.544.360	2.667.440	104,8	2.567.712
Semen / Cement	3.796.600	3.489.261	91,9	3.307.281
General Cargo dan Barang Hantaran Potongan (BHP) / General Cargo and Delivery Freight Unit	265.110	224.865	84,8	249.809
Lainnya / Others	852.630	1.353.049	158,7	826.885
Volume Angkutan KA Barang / Freight Train Transport Volume	68.319.000	69.201.670	101,3	71.709.586

Perbandingan Target dan Realisasi serta Proyeksi Volume Angkutan Penumpang

Di tahun 2024, realisasi volume angkutan penumpang sebanyak 51.839.503 orang, mencapai 4,87% dari target RKAP 2024 sebanyak 49.433.290 orang.

Comparison of Target, Realization, and Projection of Passenger Transport Volume

In 2024, the actual passenger transport volume reached 51,839,503 people, achieving 4.87% of the 2024 RKAP target of 49,433,290 people.

Perbandingan Target dan Realisasi serta Proyeksi Volume Angkutan KA Barang

Realisasi volume angkutan KA barang sepanjang tahun 2024 adalah sebesar 69.201.670 ton atau mencapai 8,6% dibandingkan target RKAP 2024 yang sebesar 68.319.000 ton.

Comparison of Target, Realization, and Projection of Freight Train Transport Volume

Throughout 2024, the actual freight train transport volume amounted to 69,201,670 tons, which is 8.6% of the 2024 RKAP target of 68,319,000 tons.

Informasi Penting Lainnya

Other Important Information

1. Track Charge Access (TAC) Perusahaan

Pada tanggal 20 Februari 2025, Berdasarkan *self assessment* Perusahaan telah melakukan pembayaran atas penggunaan *Track Access Charge* (TAC) tahun 2024 kepada pemerintah dengan dasar kemampuan Perusahaan mempertahankan nilai *Net Profit Margin* dan memperoleh keuntungan yang optimal dalam melaksanakan penugasan proyek strategis nasional seperti proyek Kereta Cepat Jakarta Bandung, LRT Jabodebek, dan Kereta Api Bandara Soekarno Hatta.

1. The Company's Track Charge Access (TAC)

On February 20, 2025, based on the Company's self-assessment, it has made a payment for the use of the 2024 Track Access Charge (TAC) to the government based on the Company's ability to maintain the Net Profit Margin value and obtain optimal profits in carrying out national strategic project assignments such as the Jakarta-Bandung High-Speed Train project, Jabodebek LRT, and Soekarno Hatta Airport Train.

2. Backlog Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO)

Perusahaan saat ini sedang melakukan upaya untuk melakukan penagihan atas *Backlog* Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO) Tahun Anggaran 2015-2022.

2. Backlog of Maintenance and Operation Costs for State-Owned Railway Infrastructure (IMO)

The Company is currently making efforts to collect the Backlog of Maintenance and Operation Costs for State-Owned Railway Infrastructure (IMO) for the 2015-2022 Fiscal Year.

Backlog Biaya IMO muncul dikarenakan realisasi Biaya IMO yang dikeluarkan oleh Perusahaan berdasarkan kebutuhan biaya yang mutlak harus dikeluarkan untuk melakukan perawatan dan pengoperasian prasarana perkeretaapian dalam rangka menjamin keamanan dan keselamatan perjalanan kereta api, sementara penggantian biaya IMO yang dilakukan oleh Pemerintah sebesar nilai kontrak dimana nilai tersebut dibatasi oleh alokasi anggaran dalam APBN sebagaimana Peraturan Presiden (Perpres) No. 53/2012.

Perusahaan mendapat dukungan dari Kementerian BUMN sebagai pemegang saham utama Perusahaan melalui surat tanggal 29 Desember 2023 kepada BPKP untuk melakukan review atas Backlog IMO.

The IMO Cost Backlog arose due to the realization of IMO Costs incurred by the Company based on the absolute cost requirements that must be incurred to carry out maintenance and operation of railway infrastructure in order to ensure the safety and security of train travel, while the reimbursement of IMO costs carried out by the Government is the amount of the contract value where the value is limited by the budget allocation in the State Budget as per Presidential Regulation (Perpres) No. 53/2012.

The Company received support from the Ministry of SOEs as the Company's main shareholder through a letter dated December 29, 2023 to BPKP to conduct a review of the IMO Backlog.

Tinjauan Fungsi Penunjang Bisnis

Business Support Functions Review

Pemanfaatan Teknologi Informasi (TI) memiliki peran sangat penting dalam kegiatan bisnis KAI. Implementasi TI yang optimal dapat meningkatkan kinerja operasional Perseroan sehingga menjadi lebih produktif dan berdaya saing di tengah ketatnya kompetisi industri transportasi di Indonesia. Upaya peningkatan kinerja KAI senantiasa berorientasi pada keselamatan, ketepatan waktu, pelayanan, dan kenyamanan melalui implementasi rencana kerja berbasis TI. Meskipun demikian, KAI memahami bahwa manfaat penggunaan TI selalu disertai dengan risiko yang perlu diantisipasi secara serius. Untuk itu, KAI telah menerapkan Tata Kelola TI yang baik agar memperoleh nilai manfaat secara optimal, sekaligus mengelola risiko-risiko yang mungkin timbul.

Hingga 1 Desember 2024, KAI telah menerapkan pengelolaan TI secara baik dengan dukungan infrastruktur dan Tata Kelola Teknologi Informasi yang kuat.

The role of Information Technology (IT) in KAI's business activities is crucial. Effective implementation of IT can enhance the company's operational performance, making it more productive and competitive in the highly competitive transportation industry in Indonesia. KAI is committed to improving its performance with a focus on safety, punctuality, service, and comfort through IT-based work plans. However, KAI recognizes that while the benefits of using IT are significant, they come with associated risks that need to be proactively managed. Therefore, KAI has established robust IT governance to maximize the benefits while effectively managing potential risks.

As of December 1, 2024, KAI has successfully implemented strong IT management supported by a solid infrastructure and effective Information Technology Governance.

Realisasi Rencana Kerja Berbasis TI

Implementasi Face Recognition / Implementation of Face Recognition	Layanan pengenalan wajah untuk mempermudah kebutuhan boarding penumpang kereta api jarak jauh / Facial recognition service to facilitate long-distance train passenger boarding needs
Non transport Business Planning & Asset Commercialization Management System	KAI mengembangkan Railway Asset Management System Fase I yang mengimplementasikan teknologi Low Code dan melakukan upgrade sistem ArcGis / KAI developed the Railway Asset Management System Phase I which implemented Low Code technology and upgraded the ArcGis system.
Pengembangan Railway Management System tahap 2 / Railway Management System Development Phase 2	Re-design aplikasi Direktorat Operasi untuk mendukung administrasi Perjalanan KA / Re-design of the Directorate of Operations application to support railway travel administration

Realization of IT-Based Work Plans

Optimalisasi Sales Management System (KAI Access) / Optimization of Sales Management System (KAI Access)	Optimalisasi ini ditujukan untuk pengembangan Revamp KAI Access guna peningkatan pelayanan pelanggan / This optimization is aimed at developing Revamp KAI Access to improve customer service.
Implementasi Firebase Analytics pada Access by KAI / Implementation of Firebase Analytics on Access by KAI	Ditujukan untuk memberikan user experience baru pada pelanggan / Aimed at providing a new user experience to customers
Optimalisasi Big Data dan Dashboard Management / Big Data Optimization and Dashboard Management	Ditujukan untuk monitoring dan menampilkan data secara visual / Aimed at monitoring and displaying data visually
Implementasi Master Data Management System (MDM) / Implementation of Master Data Management System (MDM)	Implementasi ini termasuk mengidentifikasi katalog data, melakukan klasifikasi data, dan implementasi master data management tool untuk modul integration dan data katalog Ditujukan untuk monitoring dan menampilkan data secara visual / This implementation includes identifying data catalogs, classifying data, and implementing master data management tools for integration modules and data catalogs. Intended for monitoring and displaying data visually.
Implementasi API Management System / API Management System Implementation	
Penguatan Network dengan implementasi SDWAN / Network Strengthening with SDWAN Implementation	
Improviasi Security Operations Center (SOC) / Security Operations Center (SOC) Improvisation	
Implementasi Endpoint Detection and Response (EDR) / Implementation of Endpoint Detection and Response (EDR)	Ditujukan agar Divisi Sistem Informasi proaktif terhadap insiden keamanan pada perangkat endpoint / Aimed for the Information Systems Division to be proactive in responding to security incidents on endpoint devices.

Dalam implementasinya pada kegiatan operasional Perseroan, pemanfaatan TI di KAI juga telah memenuhi regulasi yang berlaku melalui penerapan Tata Kelola Teknologi Informasi. Informasi lebih lanjut terdapat pada bagian Tata Kelola Teknologi Informasi.

In its implementation in the Company's operational activities, the use of IT in KAI has also complied with applicable regulations through the implementation of Information Technology Governance. Further information can be found in the Information Technology Governance section.

Capaian Sesuai Masterplan Teknologi Informasi 2020- 2024

Achievements According to the Information Technology Masterplan 2020-2024

No	Uraian / Description	Capaian / Achievement
1	Railway Management System untuk redesign aplikasi Direktorat Operasi untuk perjalanan KA / Railway Management System for redesigning the Directorate of Operations application for train travel	100%
2	Master Data Management untuk Pengembangan Master Data Management berdasarkan area pada Data Governance / Master Data Management for the Development of Master Data Management based on areas in Data Governance	100%
3	Non Transport Business Planning & Asset Commercialization Management System untuk Pengembangan Railway Aset Management System dengan map ArcGis / Non Transport Business Planning & Asset Commercialization Management System for the Development of Railway Asset Management System with ArcGis map	100%
4	Optimalisasi Sales Management System untuk Pengembangan Rail Cargo System, Revamp KAI Access / Optimization of Sales Management System for the Development of Rail Cargo System, Revamp KAI Access	100%
5	Pembangunan Data Center baru sesuai kajian tier 3 / Construction of a new Data Center according to tier 3 study	100%
6	Oracle Exadata Cloud at Customer Layanan Oracle Exadata cloud / Oracle Exadata Cloud at Customer Oracle Exadata cloud service	100%
7	Dukungan Transformasi Digital untuk mempersiapkan infrastruktur IT untuk keperluan implementasi transformasi digital / Digital Transformation Support to prepare IT infrastructure for the implementation of digital transformation	100%

Berdasarkan Asesmen Indonesia Industry Readiness Index 4.0 (INDI 4.0) Assessment yang dilakukan pada tahun 2022 oleh Asesor dari Balai Besar Bahan dan Barang Teknik (B4T) dengan skor INDI 4.0, KAI mendapatkan skor sebesar 3.35. Nilai tersebut belum memenuhi target yang dipersyaratkan oleh Kementerian BUMN sebesar 3.5, maka Perseroan wajib menyusun dan mengimplementasikan rencana pemenuhan gap perbaikan INDI 4.0, seperti dijelaskan berikut ini.

Based on the Indonesia Industry Readiness Index 4.0 (INDI 4.0) Assessment conducted in 2022 by Assessors from the Center for Materials and Technical Goods (B4T) with an INDI score of 4.0, KAI received a score of 3.35. This value has not met the target required by the Ministry of SOEs of 3.5, so the Company is required to prepare and implement a plan to fulfill the INDI 4.0 improvement gap, as explained below.

Pilar / Pillar	Implementasi Perbaikan / Improvement Implementation
Pilar Manajemen dan Organisasi / Pillars of Management and Organization	- Penyusunan HC Master Plan yang selaras dengan RJPP/ Preparation of HC Master Plan in line with RJPP - Penyusunan kajian investasi terhadap peningkatan kapabilitas SDM / Preparation of investment studies on improving HR capabilities - Pengelompokan inovasi terkait digitalisasi / Grouping innovations related to digitalization - Pengukuran ketercapaian KPI dari Transformasi Digital / Measuring the achievement of KPIs from Digital Transformation
Pilar Orang dan Budaya / Pillars of People and Culture	- Penyusunan HC Master Plan yang selaras dengan RJPP / Preparation of HC Master Plan in line with RJPP - Penyusunan kajian investasi terhadap peningkatan kapabilitas SDM / Preparation of investment studies on improving HR capabilities - Pengelompokan inovasi terkait digitalisasi / Grouping innovations related to digitalization - Pengukuran ketercapaian KPI dari Transformasi Digital / Measuring the achievement of KPIs from Digital Transformation
Pilar Produk dan Layanan / Pillars of Product and Services	Kustomisasi untuk semua layanan, improvement piranti pemodelan dan optimalisasi layanan dengan mengembangkan piranti cerdas pada bisnis Perusahaan yaitu angkutan penumpang, angkutan barang, dan pengusahaan aset / Customization for all services, improvement of modeling devices and optimization of services by developing intelligent devices in the Company's business, namely passenger transportation, freight transportation and asset management.
Pilar Teknologi / Pillar of Technology	Penggambaran konektivitas sistem sesuai proses bisnis Perusahaan, Peningkatan teknologi/mesin/sistem cerdas antara lain KAISA based on <i>Robotic Process Automation (RPA)</i> , <i>Boarding system with Face Recognition</i> , <i>Trainguard MT train control system LRT Jabodebek</i> , <i>CCTV Fatigue Locomotif with Video Surveillance as a Service (VSaaS)</i> , <i>Development with Low Code Technology</i> , <i>Enterprise Architecture as Digital Twin Organization</i> / Depiction of system connectivity according to the Company's business processes, Improvement of intelligent technology/machines/systems including KAISA based on <i>Robotic Process Automation (RPA)</i> , <i>Boarding system with Face Recognition</i> , <i>Trainguard MT train control system LRT Jabodebek</i> , <i>CCTV Fatigue Locomotif with Video Surveillance as a Service (VSaaS)</i> , <i>Development with Low Code Technology</i> , <i>Enterprise Architecture as Digital Twin Organization</i>
Pilar Operasi / Pillar of Operations	- Peningkatan proses otonom antara lain Optimalisasi verifikasi data PPN Wajib Pungut (WAPU) menggunakan RPA / Improvement of autonomous processes including Optimization of Compulsory VAT Data Verification (WAPU) using RPA - Optimalisasi laporan kinerja bulanan IT menggunakan RPA, Boarding system by Face Recognition, Marketing Automation menggunakan Insider Growth Management Platform / Optimization of monthly IT performance reports using RPA, Boarding system by Face Recognition, Marketing Automation using Insider Growth Management Platform - Penerapan prescriptive maintenance yaitu Integrated Maintenance and Asset Management (IMAM) Sistem Perawatan Sarana LRT Jabodebek / Implementation of prescriptive maintenance, namely Integrated Maintenance and Asset Management (IMAM) Jabodebek LRT Facility Maintenance System - Teknologi Informasi juga memberikan dukungan penuh terhadap Transformasi Digital / Information Technology also provides full support for Digital Transformation

Teknologi Informasi juga memberikan dukungan penuh terhadap Transformasi Digital, melalui program strategis Teknologi Informasi sesuai dengan Master Plan Teknologi Informasi 2020-2024 serta penyediaan infrastruktur teknologi informasi yang mendukung Transformasi Digital.

Information Technology also provides full support for Digital Transformation, through strategic Information Technology programs in accordance with the 2020-2024 Information Technology Master Plan and the provision of information technology infrastructure that supports Digital Transformation.



Tata Kelola Perusahaan

Good Corporate Governance





Tata Kelola Perusahaan

Good Corporate Governance



Tata Kelola Perusahaan Yang Baik

Good Corporate Governance

Sebagai entitas Badan Usaha Milik Negara (BUMN), KAI memahami pentingnya pencapaian pertumbuhan bisnis yang sehat dan berkelanjutan. KAI berkomitmen melaksanakan pengelolaan aktivitas operasional dan bisnis sesuai praktik-praktik terbaik (*best practices*) penerapan prinsip-prinsip tata kelola yang baik (*Good Corporate Governance/GCG*). KAI berharap dapat tumbuh sebagai operator transportasi berstandar internasional, seiring pengelolaan hubungan baik dengan segenap pemangku kepentingan sebagai aspek fundamental bagi Perseroan.

Dalam implementasinya, KAI menerapkan GCG sebagai bagian yang tidak terpisahkan dari penerapan *Core Values* AKHLAK sesuai Surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 mencakup Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif. Penerapan GCG KAI dilaksanakan searah dengan pencapaian visi Perseroan untuk tumbuh sebagai solusi ekosistem transportasi terbaik untuk Indonesia. Implementasi GCG KAI memiliki orientasi jangka panjang berupa penciptaan nilai tambah bagi seluruh unsur pemangku kepentingan mencakup pelanggan, pemegang saham, regulator, pekerja, mitra usaha, hingga masyarakat secara luas.

As a State-Owned Enterprise (BUMN), KAI recognizes the significance of achieving healthy and sustainable business growth. KAI is committed to managing its operational and business activities in accordance with best practices of Good Corporate Governance (GCG). KAI aims to develop into an internationally recognized transportation operator while maintaining strong relationships with all stakeholders, which is a fundamental aspect to the Company's mission.

In practice, KAI integrates GCG as an essential component of its Core Values, AKHLAK, as outlined in the Circular Letter from the Minister of BUMN Number SE-7/MBU/07/2020. These values include Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal, Adaptif (Adaptive), and Kolaboratif (Collaborative). The implementation of KAI's GCG aligns with the company's vision to become the leading transportation ecosystem solution in Indonesia. KAI's commitment to GCG has a long-term focus on creating added value for all stakeholders, including customers, shareholders, regulators, employees, business partners, and the wider community.

Dasar Penerapan Tata Kelola Perusahaan

Basis of Good Corporate Governance Implementation

Penerapan GCG KAI didasarkan pada sejumlah peraturan perundang-undangan yang berlaku yaitu:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN);

The implementation of GCG at KAI is based on several applicable laws and regulations, as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
2. Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises (SOEs);

Tata Kelola Perusahaan Good Corporate Governance



3. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;

Penerapan GCG KAI juga mengacu kepada praktik-praktik terbaik yang berlaku, mencakup standar penerapan sebagai berikut:

1. Pedoman Umum GCG Indonesia oleh Komite Nasional Kebijakan Governansi (KNKG);
2. ASEAN Corporate Governance Scorecard;

3. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24th, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Law No. 1 of 2025 concerning the Third Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises.

KAI's GCG implementation also refers to applicable best practices, including the following implementation standards:

1. General Guidelines for Indonesian GCG by the National Committee on Governance Policy (KNKG)
2. ASEAN Corporate Governance Scorecard;

3. Pedoman tata kelola perusahaan yang ditetapkan melalui Peraturan Otoritas Jasa Keuangan (POJK) dan Surat Edaran Peraturan Otoritas Jasa Keuangan (SEOJK);
4. Pedoman tata kelola perusahaan yang ditetapkan oleh Badan Usaha Milik Negara dan yang relevan dengan bisnis usaha.
5. Prinsip *Environmental, Sustainability, dan Governance* atau ESG.

3. Corporate governance guidelines established through Financial Services Authority Regulations (POJK) and Financial Services Authority Circular Letters (SEOJK);
4. Corporate governance guidelines established by State-Owned Enterprises and relevant to business activities.
5. Environmental, Sustainability, and Governance (ESG) Principles.

Mekanisme Tata Kelola Perusahaan

Corporate Governance Mechanism

KAI menerapkan tata kelola perusahaan melalui mekanisme yang terdiri atas 2 (dua) komponen utama, yaitu struktur dan *soft-structure*. Struktur tata kelola KAI terdiri dari sejumlah organ utama dan pendukung, sedangkan *soft-structure* tata kelola KAI terdiri atas sejumlah peraturan internal yang berlaku sebagai acuan penerapan GCG bagi masing-masing organ di dalam struktur tata kelola.

Implementasi tata kelola menggunakan sistem *Two-Tier*, dimana terdapat pemisahan fungsi manajemen yang dijalankan oleh Direksi dan fungsi pengawasan yang dijalankan oleh Dewan Komisaris. Hal tersebut telah sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Mekanisme tata kelola KAI diterapkan sebagai upaya berkelanjutan dalam rangka menghasilkan *governance outcome* bagi seluruh pemangku kepentingan, dengan *core values* AKHLAK dan empat pilar governansi Indonesia yaitu ETAK (Etika, Transparansi, Akuntabilitas dan Keberlanjutan) yang berlaku sebagai landasan.

KAI implements corporate governance through a mechanism consisting of 2 (two) main components, namely structure and soft-structure. KAI's governance structure consists of a number of main and supporting organs; while soft-structure KAI's governance consists of a number of internal regulations that apply as a reference for implementing GCG for each organ in the governance structure.

The implementation of governance uses a Two-Tier system, where there is a separation of management functions carried out by the Board of Directors and supervisory functions carried out by the Board of Commissioners. This is in accordance with Law No. 40 of 2007 concerning Limited Liability Companies.

The KAI governance mechanism is implemented as a sustainable effort in order to produce governance outcomes for all stakeholders, with core values AKHLAK and four pillars of the Indonesian Governance ETAK (Ethics, Transparency, Accountability, and Sustainability) serving as the foundation.

Pilar ETAK dalam PUGKI 2021

Etika / Ethics	Transparansi / Transparency	Akuntabilitas / Accountability	Keberlanjutan / Sustainability

Pillars of ETAK in PUGKI 2021

ORGAN UTAMA RUPS, DEWAN KOMISARIS, DAN DIREKSI

Organ Pendukung: Sekretaris Dewan Komisaris, Komite Dewan Komisaris (Komite Audit, Komite Pemantau Manajemen Risiko, Komite Nominasi dan Remunerasi), Sekretaris Perusahaan, Satuan Pengawas Internal.

Pemangku Kepentingan: Pemangku Kepentingan yang merasakan asas manfaat atau kepentingan atas berjalannya roda bisnis perusahaan (Pemegang Saham, masyarakat, pekerja, mitra, Pemerintah).

GMS, BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MAIN ORGANS

Supporting Organs: Secretary of The Board of Commissioners, Board of Commissioners Committee (Audit Committee, Risk Management Monitoring Committee, Nomination and Remuneration Committee), Corporate Secretary, Internal Audit Unit.

Stakeholders: Stakeholders who benefit from the principle of interest in the Company's business include shareholders, the community, workers, partners, and the government.

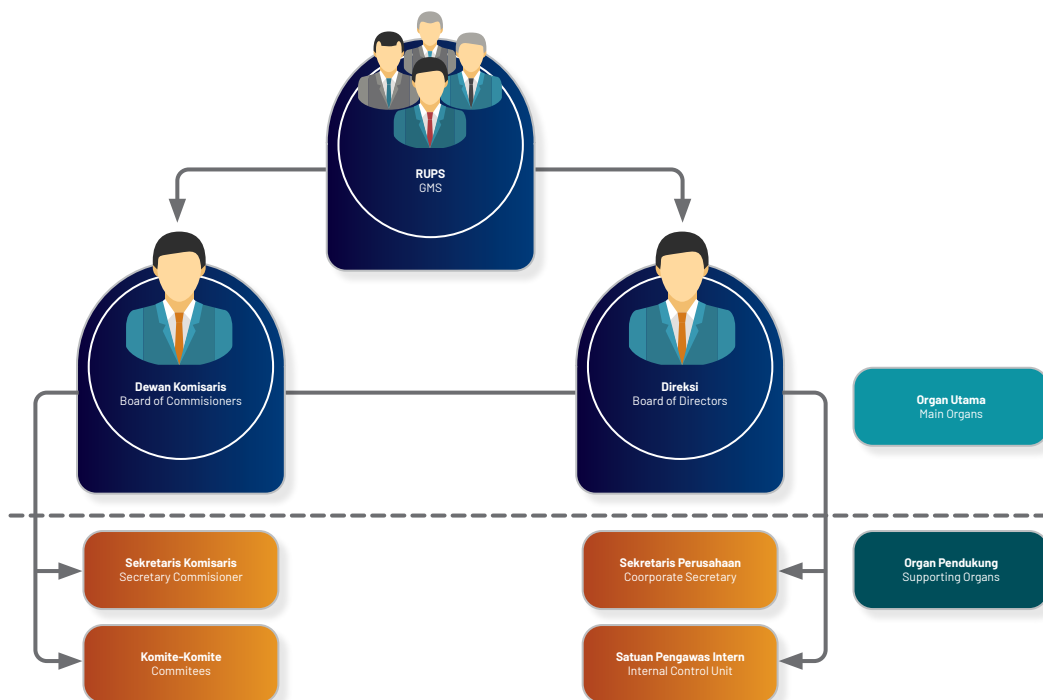


STRUKTUR TATA KELOLA PERUSAHAAN [GRI 2-9]

Struktur tata kelola KAI terdiri atas sejumlah organ utama dan pendukung GCG. Organ-organ utama di dalam struktur tata kelola KAI terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Adapun, organ-organ pendukung terdiri dari Sekretaris Dewan Komisaris, Sekretaris Perusahaan, Komite-Komite, serta Satuan Pengawas Internal.

CORPORATE GOVERNANCE STRUCTURE [GRI 2-9]

KAI's governance structure consists of a number of main and supporting GCG organs. The main organs in KAI's governance structure consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. Meanwhile, the supporting organs consist of the Commissioner's Secretary, Corporate Secretary, Committees and Internal Audit Unit.



Dewan Komisaris dan Direksi memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam Anggaran Dasar dan peraturan perundang-undangan. Komite-komite yang mendukung tugas Dewan Komisaris diketuai oleh anggota Dewan Komisaris. Adapun komite-komite pendukung Direksi telah dipastikan tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali, serta bukan bagian dari pemegang saham Perseroan. Sebagai organ pendukung Direksi, komite-komite tersebut secara khusus memiliki tugas dan tanggung jawab untuk melaksanakan hal-hal yang diperlukan oleh Direksi dalam pelaksanaan sistem manajemen kinerja pekerja Perseroan.

Direksi merupakan pejabat eksekutif senior dan Direktur Utama merupakan pejabat eksekutif tertinggi yang bertanggungjawab atas pengelolaan Perseroan. KAI telah memiliki sejumlah kebijakan mengenai pengelolaan potensi konflik kepentingan yang tertuang di dalam Peraturan Direksi No. PER.U/KC.202/XII/1/KA-2020 tentang Pedoman Tata Kelola Perusahaan yang Baik. Penjelasan mengenai hal ini terdapat pada Pengelolaan Potensi Benturan Kepentingan dalam bab ini. **[GRI 2-11]**

SOFT-STRUCTURE TATA KELOLA PERUSAHAAN

Soft-structure tata kelola KAI terdiri atas sejumlah peraturan internal yang berlaku sebagai acuan bagi masing-masing organ di dalam struktur tata kelola. *Soft-structure* tata kelola KAI meliputi:

1. Anggaran Dasar PT Kereta Api Indonesia (Persero);
2. *Board Manual* No. 04/CH/KOM/III/2017 dan KEP. U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Kereta Api Indonesia (Persero);
3. Pedoman Tata Kelola Perusahaan yang Baik diatur dalam Peraturan Direksi PER.U/KC.202/XII/L/KA2020 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*);
4. Pedoman Perilaku diatur dalam Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku di PT Kereta Api Indonesia (Persero);
5. Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 tentang Pedoman Penanganan Pengaduan (*Whistleblowing System*);
6. Pedoman Pengelolaan *Whistleblowing System* diatur dalam Peraturan Direksi No. PER.U/KL.104/XI/II/KA-2020 tentang Pedoman Penanganan Pengaduan (*Whistleblowing System*);

The Board of Commissioners and the Board of Directors have clear authorities and responsibilities as defined by the Articles of Association and applicable laws and regulations. Committees that assist the Board of Commissioners are chaired by its members. In contrast, the committees that support the Board of Directors are confirmed to have no affiliations with members of either the Board of Directors or the Board of Commissioners, nor with controlling shareholders, and they do not hold shares in the Company. These committees function as supporting bodies for the Board of Directors, specifically tasked with executing activities required by the Board in managing the Company's employee performance management system.

The Board of Directors serves as the senior executive body, with the President Director acting as the highest-ranking executive responsible for the Company's management. KAI has established several policies to manage potential conflicts of interest, as outlined in the Board of Directors Regulation No. PER.U/KC.202/XII/1/KA-2020, which provides guidelines for Good Corporate Governance. Further details can be found in the section on the Management of Potential Conflict-of-Interest within this chapter. **[GRI 2-11]**

GOOD CORPORATE GOVERNANCE SOFT-STRUCTURE

KAI's soft-structure governance consists of a number of internal regulations that serve as a reference for each organ in the governance structure. KAI's soft-structure governance includes:

1. Articles of Association of PT Kereta Api Indonesia (Persero);
2. Board Manual No. 04/CH/KOM/III/2017 and KEP. U/KO.101/III/15/KA-2017 concerning the Work Guidelines for the Board of Commissioners and Board of Directors (*Board Manual*) of PT Kereta Api Indonesia (Persero);
3. Guidelines for Good Corporate Governance regulated by the Board of Directors' Regulation PER.U/KC.202/XII/L/KA2020 on Guidelines for Good Corporate Governance (GCG);
4. Code of Conduct regulated by the Board of Directors' Regulation No. PER.U/KC.202/II/1/KA-2022 on the Code of Conduct at PT Kereta Api Indonesia (Persero);
5. Regulations of the Board of Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 concerning the Guidelines of Whistleblowing System;
6. Whistleblowing System Management Guidelines regulated by the Directors' Regulation No. PER.U/KL.104/XI/II/KA-2020 on Whistleblowing System Guidelines;

7. Pedoman Manajemen Risiko diatur dalam Peraturan Direksi No. PER.U/KL.104/I/1/KA-2021 tentang Pedoman Penerapan Manajemen Risiko Terpadu (*Enterprise Risk Management*);
8. Pedoman Sistem Informasi Perusahaan diatur dalam Keputusan Direksi PT Kereta Api Indonesia (Persero) No. KEP.U/OT.003/IX/4/KA-2011 tentang Kebijakan Umum Tata Kelola Teknologi Informasi (*IT Governance*) dan Keputusan Direksi No. KEP.U/KK.101/VIII/1/KA2016 tentang Kebijakan dan Prosedur Teknologi Informasi;
9. Pedoman SPI diatur dalam Keputusan Direksi No. KEP.U/PS.106/V/3/KA-2014 tentang Pedoman Pengelolaan Satuan Pengawasan Internal; dan
10. Peraturan internal yang terkait.

7. Risk Management Guidelines regulated by the Board of Directors' Regulation No. PER.U/KL.104/I/1/KA2021 on Integrated Risk Management (*Enterprise Risk Management*) Guidelines;
8. Company Information System Guidelines regulated by the Board of Directors' Decree of PT Kereta Api Indonesia (Persero) No. KEP.U/OT.003/IX/4/KA-2011 on General Policy of IT Governance and Directors' Decree No. KEP.U/KK.101/VIII/1/KA-2016 on IT Policies and Procedures;
9. Internal Audit Unit Guidelines regulated by the Directors' Decree Number: KEP.U/PS.106/V/3/KA-2014 on Internal Audit Unit Management Guidelines; and
10. Related internal regulations

Rapat Umum Pemegang Saham

General Meeting Of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi di dalam struktur tata kelola Perseroan. Atas hal itu, RUPS memiliki kewenangan yang tidak diberikan kepada Dewan Komisaris ataupun Direksi, dengan batas-batas yang ditetapkan di dalam Undang-Undang ataupun Anggaran Dasar. RUPS sekaligus merupakan forum bagi pemegang saham untuk menyalurkan hak dalam mendapatkan informasi terkait KAI oleh Dewan Komisaris ataupun Direksi, sesuai pemenuhan kepentingan Perseroan. **[GRI 2-11]**

PEMEGANG SAHAM

Pemegang saham utama dan pengendali KAI adalah Pemerintah Republik Indonesia, hal ini dikarenakan KAI merupakan Badan Usaha Milik Negara (BUMN) yang 100% sahamnya milik negara.

WEWENANG RUPS

Berdasarkan peraturan perundang-undangan dan Anggaran Dasar Perseroan, RUPS memiliki sejumlah kewenangan, antara lain:

1. Melakukan pengangkatan dan pemberhentian Direksi dan Dewan Komisaris;
2. Memberikan keputusan yang diperlukan untuk menjaga kepentingan usaha Perseroan dalam jangka panjang dan jangka pendek sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan;
3. Memberikan persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan sesuai peraturan perundang-undangan dan Anggaran Dasar Perseroan;
4. Mengambil keputusan melalui proses yang terbuka dan adil serta dapat dipertanggungjawabkan;

The General Meeting of Shareholders (GMS) is the highest organ within the Company's governance structure. Consequently, the GMS possesses authority not granted to the Board of Commissioners or the Board of Directors, within the limits set forth by laws or the Articles of Association. The GMS also serves as a forum for shareholders to exercise their rights in obtaining information about KAI from the Board of Commissioners or the Board of Directors, in accordance with the interests of the Company. **[GRI 2-11]**

SHAREHOLDERS

The major and controlling shareholder of KAI is the Government of the Republic of Indonesia, as KAI is a State-Owned Enterprise (BUMN) whose shares are 100% owned by the state.

GMS AUTHORITIES

Based on laws and regulations and the Company's Articles of Association, the GMS has several authorities, including:

1. Appointing and dismissing the Board of Directors and the Board of Commissioners;
2. Making necessary decisions to safeguard the Company's business interests in the long and short term in accordance with laws and regulations and the Company's Articles of Association;
3. Approving the Annual Report, including ratifying the Financial Statements in accordance with laws and regulations and the Company's Articles of Association;
4. Making decisions through a transparent, fair, and accountable process;

5. Melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya.

JENIS-JENIS RUPS

Berdasarkan penyelenggaraannya, RUPS terdiri dari 2 (dua) jenis yaitu RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB).

RUPS TAHUNAN (RUPST)

RUPS Tahunan (RUPST) diselenggarakan setiap tahun meliputi:

1. RUPS mengenai laporan tahunan dan perhitungan tahunan. Diadakan paling lambat bulan Juni setelah penutupan tahun buku yang bersangkutan. Dalam RUPS Tahunan ini dibahas laporan Direksi mengenai Laporan Tahunan, perhitungan tahunan, keadaan dan jalannya Perseroan, usulan penggunaan laba bersih Perseroan serta hal-hal lain yang perlu persetujuan RUPS demi kepentingan Perseroan.
2. RUPS untuk menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP). Diadakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran Rencana Kerja dan Anggaran Perseroan yang bersangkutan). Dalam RUPS Tahunan ini dibahas Rancangan Rencana Kerja dan Anggaran Perseroan termasuk Proyeksi Laporan Keuangan, dan hal-hal lain yang perlu persetujuan RUPS untuk kepentingan Perseroan yang belum dicantumkan dalam RKAP.

RUPS LUAR BIASA (RUPSLB)

RUPS Luar Biasa (RUPSLB) dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan. Pemanggilan dan penyelenggaraan RUPSLB dilakukan dengan melalui surat tercatat dan/atau dengan iklan dalam surat kabar dengan mencantumkan tanggal, waktu, tempat dan mata acara rapat disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam Rapat Umum Pemegang Saham tersedia di Kantor Perseroan sejak tanggal dilakukan pemanggilan Rapat Umum Pemegang Saham sampai dengan tanggal Rapat Umum Pemegang Saham diadakan.

PELAKSANAAN RUPS TAHUNAN

Di tahun 2024, KAI menyelenggarakan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024 dan RUPST Kinerja Tahun Buku 2023. Informasi RUPST KAI di tahun 2024 adalah sebagai berikut:

5. Implementing Good Corporate Governance in accordance with its authority and responsibilities

GMS TYPES

Based on its implementation, the GMS consists of 2 (two) types: the Annual GMS (AGMS) and the Extraordinary GMS (EGMS).

ANNUAL GMS (AGMS)

Annual GMS (AGMS) is held every year and includes:

1. GMS regarding annual reports and annual calculations. Held no later than June after the close of the relevant financial year. In this Annual GMS, the Directors' report regarding the Annual Report, annual calculations, the condition and running of the Company, proposals for the use of the Company's net profit and other matters that require approval from the GMS are discussed in the Company's interests.
2. GMS to approve the Company's Work Plan and Budget (RKAP). Held no later than 30 (thirty) days after the current fiscal year (the budget year of the Company's Work Plan and Budget concerned). In this Annual GMS, the Company's Draft Work Plan and Budget, including Projected Financial Reports, and other matters that require GMS approval for the Company's interests are discussed which have not been included in the RKAP.

EXTRAORDINARY GMS (EGMS)

Extraordinary General Meeting of Shareholders (EGMS) may be held at any time based on the needs for the interests of the Company. The invitation and holding of the EGMS shall be made by registered letter and/or by advertisement in a newspaper stating the date, time, place and agenda of the meeting accompanied by a notification that the materials to be discussed in the General Meeting of Shareholders are available at the Company's Office from the date of the invitation to the General Meeting of Shareholders until the date of the General Meeting of Shareholders.

IMPLEMENTATION OF THE ANNUAL GMS

In 2024, KAI conducted its Annual General Meeting of Shareholders (AGMS) to ratify the 2024 Company Work Plan and Budget (RKAP) and to review the performance for the 2023 fiscal year. Details regarding the KAI AGMS in 2024 are as follows:

RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024

AGMS for the Ratification of the Company's Work Plan and Budget (RKAP) for 2024

Hari dan Tanggal / Day and Date	Senin, 29 Januari 2024 / Monday, January 29, 2024
Waktu / Time	16.10-17.42 WIB
Tempat / Place	Hotel Aryaduta, Tugu Tani Jakarta

Rekapitulasi Kehadiran pada RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP)

Recapitulation of Attendance at the AGMS for the Ratification of the Company's Work Plan and Budget (RKAP)

No	Nama / Name	Jabatan / Position	Keterangan / Information
Kuasa Pemegang Saham / Shareholders Proxies			
1	Desty Arliani	Asisten Deputi Bidang Jasa Logistik Kementerian BUMN / Deputy Assistant for Logistics Services of Ministry of State-Owned Enterprises	Hadir / Present
Dewan Komisaris / Board of Commissioners			
1	Said Aqil Siroj	Komisaris Utama / President Commissioner	Dikuasakan kepada Riza Primadi / Delegated to Riza Primadi
2	Riza Primadi	Komisaris Independen / Independent Commissioner	Hadir / Present
3	Rochadi	Komisaris Independen / Independent Commissioner	Hadir / Present
4	Chairul Anwar	Komisaris / Commissioner	Hadir / Present
5	Diah Natalisa	Komisaris / Commissioner	Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar
6	Endang Tirtana	Komisaris Independen / Independent Commissioner	Hadir / Present
7	Sri Paduka Mengkoenagoro X	Komisaris / Commissioner	Dikuasakan kepada Rochadi / Delegated to Rochadi
8	Johan Sirait	Komisaris Independen / Independent Commissioner	Hadir / Present
9	M Risal Wasal	Komisaris / Commissioner	Hadir / Present
Direksi / Board of Directors			
1	Didiek Hartantyo	Direktur Utama / President Director	Hadir / Present
2	Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Hadir / Present
3	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Hadir / Present
4	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	Hadir / Present
5	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Hadir / Present
6	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Hadir / Present
7	Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Hadir / Present
	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Hadir / Present
8	Suparno*	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Hadir / Present
9	Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Hadir / Present
10	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Hadir / Present

Keputusan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Realisasinya

Keputusan dan Realisasi RUPS Tahunan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 dituangkan dalam Berita Acara RUPS PT Kereta Api Indonesia (Persero) tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024. Keputusan dan realisasi dari masing-masing keputusan pada RUPS Tahunan RKAP Tahun 2024 adalah sebagai berikut:

AGMS Resolution for the Ratification of the Company's Work Plan and Budget (RKAP) for 2024 and its Realization

The resolutions and realization of the Annual GMS for the Ratification of the Company's Work Plan and Budget for 2024 are stated in the Minutes of the GMS of PT Kereta Api Indonesia (Persero) concerning Ratification of the Company's Work Plan and Budget (RKAP) for 2024. The resolutions and realization of each decision at the 2024 RKAP Annual GMS are as follows:

Agenda Pertama / First Agenda	
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja Anggaran Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2024. / Ratification of the 2024 Company Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget of PT Kereta Api Indonesia (Persero).	
Keputusan / Resolution: Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja Anggaran Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2024. Adapun pokok-pokok RKAP 2024 adalah sebagai berikut: / Ratifying the 2024 Company Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget of PT Kereta Api Indonesia (Persero). The main points of the 2024 RKAP are as follows:	
Uraian / Description	RKAP 2024 (Rp miliar) / 2024 RKAP (Rp billion)
Laba (Rugi) Konsolidasi / Consolidated Profit (Loss)	
Pendapatan (di luar konstruksi) / Income (excluding construction)	33.162
Laba Usaha / Operating Profit	5.590
EBITDA	6.356
Laba Bersih / Net Profit	1.216
Laba Bersih (Atribusi Induk) / Net Profit (Attributable to Parent)	1.205
Total Aset / Total Assets	94.950
Ekuitas / Equity	35.210
Liabilitas / Liabilities	59.739
Interest-Bearing Debt	46.469
Net Operating Cash Flow	3.511
Capital Expenditure (Capex)	16.048
Agenda Kedua / Second Agenda	
Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial (RKAPTJSL) Tahun 2024 PT Kereta Api Indonesia (Persero). / Ratification of the 2024 Work Plan and Budget for the Social and Environmental Responsibility Program (RKAPTJSL) of PT Kereta Api Indonesia (Persero).	
Keputusan / Resolution: Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2024 PT Kereta Api Indonesia (Persero), dengan Total Program Pendanaan <i>Community Involvement & Development</i> (CID) Non PUMK sebesar Rp19,38 miliar dan dana Dana PUMK sebesar Rp3,5 miliar. / Ratifying the 2024 Work Plan and Budget for the Social and Environmental Responsibility Program (RKAPTJSL) of PT Kereta Api Indonesia (Persero), with a total <i>Community Involvement & Development</i> (CID) Non-PUMK Funding Program of Rp19.38 billion and PUMK Funds of Rp3.5 billion.	
Agenda Ketiga / Third Agenda	
Penetapan Kontrak Manajemen Tahunan yang memuat Target <i>Key Performance Indicators</i> (KPI) Direksi secara kolegal dan Dewan Komisaris Tahun 2024 / Establishment of the Annual Management Contract, including Targets of <i>Key Performance Indicators</i> (KPIs) of the Board of Directors collegially and the Board of Commissioners in 2024.	
Keputusan / Resolution: Menetapkan Kontrak Manajemen Tahunan yang memuat target <i>Key Performance Indicators</i> (KPI) Direksi secara kolegal tahun 2024 dan Dewan Komisaris tahun 2024. / Establishing an Annual Management Contract, including targets of <i>Key Performance Indicators</i> (KPIs) of the Board of Directors collegially in 2024 and the Board of Commissioners in 2024.	

Agenda Keempat / Fourth Agenda

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. / Approval of the delegation of authority to the Board of Commissioners to grant approval if there are actions resulting in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program, as long as it does not change the total investment value.

Keputusan / Resolution:

Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. / Approving the delegation of authority to the Board of Commissioners to grant approval if there are actions resulting in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program, as long as it does not change the total investment value.

Agenda Kelima / Fifth Agenda

Persetujuan rencana penugasan khusus PT Kereta Api Indonesia (Persero) Tahun 2024 dalam rangka: / Approval of the special assignment plan of PT Kereta Api Indonesia (Persero) in 2024, in the context of:

- Penyelenggaraan kewajiban pelayanan publik (*Public Service Obligation*) angkutan kereta api; / Implementation of Public Service Obligations for railway transportation;
- Penyelenggaraan angkutan perintis perkeretaapian; / Implementation of pioneer railway transportation;
- Penyelenggaraan perawatan dan pengoperasian prasarana perkeretaapian milik negara; dan / Implementation of maintenance and operation of state-owned railway infrastructure; and
- Penyelenggaraan Kereta Api Ringan/Light Rail Transit- terintegrasi di wilayah Jakarta, Bogor, Depok, dan Bekasi. Sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. / Implementation of Light Rail Transit - integrated in the areas of Jakarta, Bogor, Depok, and Bekasi. In accordance with the provisions of applicable laws and regulations.

Keputusan / Resolution:

Persetujuan tersebut dengan tetap memperhatikan ketentuan Pasal 66 Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan ketentuan peraturan perundang-undangan lainnya yang berlaku, yang mengatur bahwa apabila penugasan tersebut secara finansial tidak fisibel, Pemerintah harus memberikan kompensasi atas semua biaya yang telah dikeluarkan oleh BUMN, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai dengan penugasan yang diberikan. / The approval is subject to the provisions of Article 66 of Law Number 19 of 2003 concerning State-Owned Enterprises and other applicable laws and regulations, stipulating that the Government must provide compensation for all costs incurred by the State-Owned Enterprises if the assignment is financially infeasible, including the expected margin, as long as it is within a reasonable level under the assignment given.

Arahan RUPST**AGMS Directions**

No	Arahan / Instructions	Tindak Lanjut / Follow-up
1	Direksi perlu proaktif berkoordinasi dengan <i>stakeholders</i> terkait untuk mengakselerasi perbaikan tata kelola mengenai penyelenggaraan prasarana perkeretaapian (IMO dan TAC) melalui inisiasi Perpres IMO baru dan perubahan PMK 138/2021, termasuk pula perbaikan tata kelola penugasan-penugasan pemerintah kepada PT KAI, sehingga sesuai dengan ketentuan perundang-undangan yang berlaku. / The Board of Directors needs to proactively coordinate with relevant stakeholders to accelerate improvements in governance regarding the railway infrastructure implementation (IMO and TAC) through the initiation of a new IMO Presidential Regulation and amendments to PMK 138/2021, including improvements in governance of government assignments to PT KAI, ensuring that they are in accordance with applicable laws and regulations.	Terealisasi / Realized
2	Atas pengadaan sarana KRL untuk PT KCI, yang terdiri dari 24 TS baru produksi PT INKA, 3 (tiga) TS baru impor, dan 19 (sembilan belas) TS <i>retrofit</i> , Direksi agar memastikan <i>timeline</i> sesuai dengan perencanaan dan kebutuhan pendanaan dapat terpenuhi, baik dari usulan PMN <i>multiyears</i> (PMN TA 2024-2026) maupun sumber dana lainnya. / For the procurement of KRL facilities for PT KCI, consisting of 24 new TS produced by PT INKA, 3 (three) new imported TS, and 19 (nineteen) <i>retrofit</i> TS, the Board of Directors must ensure that the timeline follows the planning and that funding needs can be met, both from the proposed multi-year State Capital Participation (State Capital Participation for the 2024-2026 Fiscal Year) and other sources of funds.	Terealisasi / Realized
3	Menjaga dan memelihara keandalan sarana dan prasarana perkeretaapian, serta peningkatan kompetensi SDM, untuk menjamin keamanan dan keselamatan perjalanan kereta api. / Maintaining and preserving the reliability of railway facilities and infrastructure, as well as improving the Human Capital competence, to ensure the safety and security of train travel.	Terealisasi / Realized
4	Direksi perlu menyusun kajian langkah-langkah pemenuhan <i>Cash Deficiency Support</i> Proyek KCJB, termasuk namun tidak terbatas pada restrukturisasi keuangan PT KCIC. / The Board of Directors needs to prepare a study of steps to fulfill the Cash Deficiency Support for the Jakarta-Bandung High-Speed Rail Project, including but not limited to the financial restructuring of PT KCIC.	Terealisasi / Realized
5	Segera mengkaji dan menyusun rencana penggunaan potensi sisa dana PMN TA 2021 untuk Proyek LRT Jabodebek dengan memperhatikan perkembangan pengoperasian LRT Jabodebek. / Immediately reviewing and preparing a plan for the use of the potential remaining State Capital Participation funds for the 2021 Fiscal Year for the Jabodebek LRT Project by taking into account the Jabodebek LRT operation development.	Terealisasi / Realized
6	Mendukung implementasi inisiatif program Sinergi dan Integrasi Logistik Ekosistem BUMN dengan melakukan integrasi layanan KAI Group dengan BUMN <i>Logistic Service Provider</i> lainnya sehingga dapat mengoptimalkan angkutan barang. / Supporting the implementation of the BUMN Ecosystem Logistics Synergy and Integration program initiative by integrating KAI Group services with other BUMN Logistic Service Providers to ensure the optimization of freight transportation.	Terealisasi / Realized
7	Surat Menteri BUMN No: 491/MBU/09/2023 tanggal 29-09-2023 perihal Aspirasi Pemegang Saham untuk Penyusunan RKAP Tahun 2024, Buku RKAP 2024, surat Dewan Komisaris Nomor: 08/CF/KOM//2024 tanggal 19-01-2024 perihal Tanggapan dan Saran Dewan Komisaris atas Usulan RKAP Tahun 2024 (dua ribu dua puluh empat), <i>Key Performance Indicators</i> (KPI) yang tertuang dalam Kontrak Manajemen dan KPI Dewan Komisaris, serta Risalah Rapat TJSL Nomor: RIS-30/DSI.MBU.B/12/2023 merupakan bagian yang tidak terpisah dari keputusan RUPS dan agar mendapat perhatian serius serta ditindaklanjuti. / Letter of the Minister of State-Owned Enterprises No: 491/MBU/09/2023 dated 29-09-2023 concerning Shareholders' Aspirations for the Preparation of the 2024 RKAP, the 2024 RKAP Book, letter of the Board of Commissioners Number: 08/CF/KOM/2024 dated 19-01-2024 concerning the Response and Suggestions of the Board of Commissioners on the Proposed RKAP for 2024 (two thousand twenty four), Key Performance Indicators (KPIs) contained in the Management Contract and KPIs of the Board of Commissioners, as well as the Minutes of the TJSL Meeting Number: RIS-30/DSI.MBU.B/12/2023 are an inseparable part of the GMS decision and must receive serious attention and be followed up.	Terealisasi / Realized

RUPST Kinerja Tahun Buku 2023

AGMS on the 2023 Fiscal Year Performance

Hari dan Tanggal / Day and Date	Jumat, 28 Juni 2024 / Friday, June 28, 2024
Waktu / Time	15.02-16.45 WIB
Tempat / Place	Hotel Borobudur Jakarta

Rekapitulasi Kehadiran pada RUPST Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023

Recapitulation of Attendance at the AGMS Performance of PT Kereta Api Indonesia (Persero) for the 2023 Fiscal Year

No	Nama / Name	Jabatan / Position	Keterangan / Information
Kuasa Pemegang Saham / Shareholders Proxies			
1	Desty Arliani	Asisten Deputi Bidang Jasa Logistik Kementerian BUMN / Deputy Assistant for Logistics Services of Ministry of State-Owned Enterprises	Hadir / Present
Dewan Komisaris / Board of Commissioners			
1	Said Aqil Siroj	Komisaris Utama / President Commissioner	Dikuasakan kepada Rochadi / Delegated to Rochadi
2	Rochadi	Komisaris Independen / Independent Commissioner	Hadir / Present
3	Chairul Anwar	Komisaris / Commissioner	Hadir / Present
4	Diah Natalisa	Komisaris / Commissioner	Hadir / Present
5	Endang Tirtana	Komisaris Independen / Independent Commissioner	Hadir / Present
6	Sri Paduka Mengkoenagoro X	Komisaris / Commissioner	Dikuasakan kepada Diah Natalisa / Delegated to Diah Natalisa
7	Johan Sirait	Komisaris Independen / Independent Commissioner	Dikuasakan kepada Rochadi / Delegated to Rochadi
8	M Risal Wasal	Komisaris / Commissioner	Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar
9	Elen Setiadi	Komisaris / Commissioner	Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar
Direksi / Board of Directors			
1	Didiek Hartantyo	Direktur Utama / President Director	Hadir / Present
2	Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Hadir / Present
3	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	Hadir / Present
4	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Hadir / Present
5	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Hadir / Present
6	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Hadir / Present
7	Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Hadir / Present
8	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Hadir / Present
9	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Hadir / Present

Keputusan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 serta Realisasinya

Keputusan dan Realisasi RUPS Tahunan Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023 telah dituangkan dalam Berita Acara RUPS PT Kereta Api Indonesia (Persero) tentang Kinerja Tahun 2023. Keputusan dan realisasi dari masing-masing keputusan pada RUPS Tahunan Kinerja PT Kereta Api Indonesia (Persero).

The AGMS Decision on the Approval of the 2023 Company Work Plan and Budget (RKAP) and its Implementation

The resolutions and realization of the Annual GMS of PT Kereta Api Indonesia (Persero) Performance for the 2023 Fiscal Year were stated in the Minutes of the General Meeting of Shareholders of PT Kereta Api Indonesia (Persero) regarding the 2023 Performance. The resolutions and realization of each decision at the Annual GMS of PT Kereta Api Indonesia (Persero).

Agenda Pertama / First Agenda

Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2023, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2023. / Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Tasks Report and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year, as well as granting full repayment and release of liability (volledig acquit et de charge) to the Board of Directors for the Company's Management Actions and the Board of Commissioners for the Company's Supervisory Actions that have been carried out during the 2023 Fiscal Year.

Keputusan / Resolution:

1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku yang berakhir pada 31 Desember 2023. / Approving the Company's Annual Report, including the Board of Commissioners' Supervisory Duties Report for the Fiscal Year ending on December 31, 2023.
2. Mengesahkan: / Ratifying:
 - Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan sesuai laporannya Nomor. 00823/2.1030/AU.1/06/0645-2/1/VI/2024 tanggal 18 Juni 2024 dengan opini "wajar, dalam semua hal yang material". / The Company's Consolidated Financial Statements for the 2023 Fiscal Year ending on December 31, 2023, which has been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan as published in their report Number 00823/2.1030/AU.1/06/0645-2/1/VI/2024 dated June 18, 2024, with an opinion of "fair, in all material respects".
 - Laporan Keuangan Program PUMK untuk Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan sesuai Laporan Nomor: 00736/2.1030/AU.2/12/0645-2/0/IV/2024 tanggal 22 April 2024 dengan opini "wajar, dalam semua hal yang material" / Financial Statements of PUMK Program for the 2023 Fiscal Year ending on December 31, 2023, which has been audited by Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan according to Report Number: 00736/2.1030/AU.2/12/0645-2/0/IV/2024 dated April 22, 2024, with the opinion of "fair, in all material respects".

Agenda Kedua / Second Agenda

Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2023. / Determination of Use of the Company's Net Profit for the 2023 Fiscal Year

Keputusan / Resolution:

Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2023 sebesar Rp1.873.921.301.000,00 (satu triliun delapan ratus tujuh puluh tiga miliar sembilan ratus dua puluh satu juta tiga ratus satu ribu Rupiah) / Determining the use of Net Profit Attribution to Owners of the Company's Parent Entity for the 2023 Fiscal Year amounting to Rp1,873,921,301,000.00 (one trillion eight hundred seventy three billion nine hundred twenty one million three hundred and one thousand Rupiah).

Agenda Ketiga / Third Agenda

Penetapan remunerasi (gaji/honorarium, fasilitas, dan tunjangan) Tahun 2024 dan Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris Perseroan. / Determination of remuneration (salary/honorarium, facilities, and allowances) for 2024 and Tantiem for the 2023 Fiscal Year for the Company's Board of Directors and Board of Commissioners.

Keputusan / Resolution:

Penetapan Tantiem bagi Dewan Komisaris dan Direksi atas kinerja tahun buku 2023, Gaji bagi Direksi, honorarium bagi Dewan Komisaris, berikut fasilitas dan tunjangan untuk tahun buku 2024 akan ditetapkan tersendiri. / The amount of Tantiem for the Board of Commissioners and Board of Directors for the performance of the 2023 fiscal year, Salaries for the Board of Directors, honorarium for the Board of Commissioners, along with facilities and allowances for the 2024 fiscal year will be determined separately.

Agenda Keempat / Fourth Agenda

Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasi Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024. / Appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Enterprise Funding Program (PUMK) and Non-PUMK for the 2024 Fiscal Year.

Keputusan / Resolution:

1. Menunjuk KAP Amir Abadi Jusuf, Aryanto, Mawar, & Rekan untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Perseroan untuk Tahun Buku 2024 / Appointing KAP Amir Abadi Jusuf, Aryanto, Mawar, & Partners to conduct a general audit of the Company's Consolidated Financial Report for the 2024 Fiscal Year and the Financial Report of the Company's Micro and Small Enterprise (PUMK) and Non-PUMK Funding Programs for the 2024 Fiscal Year.
2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik dan/atau Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2024 untuk tujuan dan kepentingan Perseroan / Granting authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm and/or Public Accountant to audit the Company's Financial Statements for other periods in the 2023 Fiscal Year for the Company's purposes and interests.
3. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut, serta menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar, & Rekan, karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Perseroan, Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2024 termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut / Granting delegation of authority to the Board of Commissioners to determine the amount of compensation for audit services, increase the scope of work required and other reasonable requirements for the Public Accounting Firm, as well as determine a replacement Public Accounting Firm in the case of the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan, for whatever reason are unable to complete the audit of the Company's Financial Statements, Micro and Reports and Jain reports for the 2024 Fiscal Year, including determining fees for audit services and other requirements for the replacement Public Accounting Firm.

Agenda Kelima / Fifth Agenda

Laporan realisasi penggunaan tambahan dana penyertaan modal negara. / Report on the Realization of Use of Additional State Capital Participation Funds.

Keputusan / Resolution:

Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2021 dan Tahun Anggaran 2022 untuk periode Tahun Buku 2023 dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER 2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milk Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari. / Receiving the Realization Report on the Use of Additional State Capital Participation Funds (PMN) originating from the the 2021 Fiscal Year and the 2022 Fiscal Year APBN for the 2023 Fiscal Year period provided that all activities and use are in accordance with the PMN Joint Review and Regulation of Minister of State-Owned Enterprises Number: PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, as long as no irregularities are found in the future.

Arahan Pemegang Saham

Shareholder Instructions

No	Arahan / Instructions	Tindak Lanjut / Follow-up
1	Menjaga ketersediaan alat produksi (sarana) dengan program perawatan dan program investasi sehingga menjamin keandalan angkutan penumpang dan angkutan barang. / Maintaining the availability of production equipment (facilities) with maintenance programs and investment programs to ensure the reliability of passenger and freight transportation.	Terealisasi / Realized
2	Direksi agar menggali potensi peningkatan kinerja angkutan barang non batubara, baik melalui kolaborasi BUMN dalam sinergi dan integrasi logistik, maupun dengan meningkatkan aktivitas <i>canvassing</i> , termasuk melakukan evaluasi atas penerapan tarif, perhitungan biaya serta integrasi/konektivitasnya agar angkutan KA barang lebih kompetitif. / The Board of Directors should explore the potential for improving the performance of non-coal freight transportation, both through BUMN collaboration in logistics synergy and integration, and by increasing canvassing activities, including evaluating the implementation of tariffs, cost calculations, and integration/connectivity so that freight train transportation is more competitive.	Terealisasi / Realized
3	Sejalan dengan diterbitkannya Peraturan Presiden Nomor 33 Tahun 2024, Direksi agar menindaklanjuti penagihan kekurangan pembayaran atas biaya <i>Infrastructure Maintenance and Operation</i> (IMO) dan memastikan agar pemenuhan IMO tahun 2024 dan alokasi APBN untuk IMO tahun 2025 sesuai dengan kebutuhan. / In line with the issuance of Presidential Regulation Number 33 of 2024, the Board of Directors should follow up on the collection of underpayments for Infrastructure Maintenance and Operation (IMO) costs and ensure that the fulfillment of IMO in 2024 and the allocation of the State Budget for IMO in 2025 are in accordance with needs.	Terealisasi / Realized
4	Proaktif berkoordinasi dengan <i>stakeholders</i> terkait untuk memasikan pengaturan teknis mengenai biaya <i>Track Access Charge</i> (TAC) mengakomodir perhitungan yang wajar dan tidak membebani keuangan PT KAI. Untuk TAC 2024, Direksi agar menyusun mligasi risiko agar isu TAC tidak menghambat penyelesaian audit atas laporan keuangan konsolidasian sebagaimana terjadi pada tahun buku 2022 / Proactively coordinate with relevant stakeholders to ensure that technical arrangements regarding Track Access Charge (TAC) costs accommodate reasonable calculations and do not burden PT KAI's finances. For TAC 2024, the Board of Directors should prepare risk mitigation so that the TAC issue does not hinder the completion of the audit of the consolidated financial statements as occurred in the 2022 fiscal year.	Terealisasi / Realized
5	Sehubungan dengan penempatan cadangan yang ditujukan untuk <i>sinking fund</i> dalam rangka pemenuhan <i>cash deficiency support</i> dan pembayaran pinjaman <i>cost overrun</i> dari China Development Bank, Direksi agar melakukan percepatan penyusunan Operasi Prosedur penggunaan <i>sinking fund</i> dengan berkoordinasi dengan Kementerian Keuangan dan Kementerian BUMN. Pemanfaatan sisa dana PMN TA 2022 untuk <i>buffer</i> penjaminan pemerintah sebagai bagian dari <i>sinking fund</i> agar dilakukan sesuai dengan Peraturan Menteri Keuangan Nomor 89 Tahun 2023. / In connection with the allocation of reserves intended for sinking funds in order to fulfill cash deficiency support and payment of cost overrun loans from China Development Bank, the Board of Directors should accelerate the preparation of the Operating Procedure for the use of sinking funds by coordinating with the Ministry of Finance and the Ministry of State-Owned Enterprises. The use of the remaining funds of the State Capital Participation for the 2022 Fiscal Year for the government guarantee buffer as part of the sinking fund should be carried out in accordance with the Regulation of the Minister of Finance Number 89 of 2023.	Terealisasi / Realized
6	Melakukan percepatan penyusunan kajian penggunaan potensi sisa dana PMN TA 2021 untuk Proyek LRT Jabodebek dengan memperhatikan perkembangan pengoperasian LRT Jabodebek sampai saat ini dan selanjutnya meminta reviu BPKP terkait rencana perubahan penggunaan PMN dimaksud. Hasil reviu BPKP dimaksud agar dijadikan dasar dalam pengajuan perubahan peruntukan PMN TA 2021 untuk Proyek LRT Jabodebek sesuai dengan peraturan perundang-undangan yang berlaku. / Accelerating the preparation of a study on the use of potential remaining funds of the State Capital Participation for the 2021 Fiscal Year for the Jabodebek LRT Project by considering the development of the operation of the Jabodebek LRT to date and then request a BPKP review regarding the planned change in the use of the State Capital Participation in question. The BPKP review results are intended to be used as a basis for submitting changes to the allocation of State Capital Participation for the 2021 Fiscal Year for the Jabodebek LRT Project in accordance with applicable laws and regulations.	Terealisasi / Realized
7	Menyelesaikan hal-hal yang memerlukan tindak lanjut terkait LRT Jabodebek, termasuk namun tidak terbatas pada penyelesaian isu keausan sarana/prasarana baik secara jangka pendek, menengah, maupun panjang, sehingga dapat meningkatkan frekuensi perjalanan dan memperkecil <i>headway</i> LRT Jabodebek. / Resolving matters that require follow-up related to the Jabodebek LRT, including but not limited to resolving issues of wear and tear on facilities/infrastructure in the short, medium, and long term, so as to increase the frequency of trips and reduce the Jabodebek LRT headway.	Terealisasi / Realized
8	Direksi agar memastikan keselarasan <i>timeline</i> kebutuhan sarana KRL untuk pelayanan di Jabodetabek dengan kajian perencanaan dan kebutuhan pendanaan yang dapat terpenuhi, baik dari usulan PMN multiyears (PMN TA 2024-2026) maupun pinjaman perbankan. / The Board of Directors should ensure the alignment of the timeline for the need for KRL facilities for services in Jabodetabek with the planning study and funding needs that can be met, both from the proposed multi-year State Capital Participation (State Capital Participation for the 2024-2026 Fiscal Year) and bank loans.	Terealisasi / Realized
9	Menerapkan mitigasi risiko sebagaimana ditetapkan dalam RKAP, melakukan <i>stress test</i> secara periodik, memantau perubahan daftar risiko utama perusahaan secara berkala termasuk mengidentifikasi risiko baru, serta mengevaluasi efektivitas mitigasi risiko agar risiko perusahaan dapat dikelola dengan baik. / Implementing risk mitigation as stipulated in the RKAP, conduct periodic stress tests, monitor changes to the Company's main risk list periodically, including identifying new risks, and evaluate the effectiveness of risk mitigation so that company risks can be managed properly.	Terealisasi / Realized
10	Melakukan pembinaan kepada Anak Perusahaan agar kinerjanya dapat tumbuh dengan baik sehingga akan memberikan kontribusi yang menguntungkan bagi Perusahaan selaku induk usaha. / Providing coaching to Subsidiaries so that their performance can grow well so that it will provide a profitable contribution to the Company as the parent company.	Terealisasi / Realized
11	Menindaklanjuti dan menyelesaikan secara tuntas setiap temuan, catatan, serta saran/rekomendasi baik dari auditor eksternal (KAP, BPKP, dan BPK RI maupun instansi pengawasan lainnya) maupun auditor internal Perseroan yang belum dinyatakan selesai ditindaklanjuti. Progres tindak lanjut tersebut agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis dan berkala kepada Pemegang Saham. / Following up and completely resolving every finding, note, and suggestion/recommendation from both external auditors (KAP, BPKP, and BPK RI or other supervisory agencies) and the Company's internal auditors that have not been declared complete. The progress of the follow-up should be discussed comprehensively with the Board of Commissioners and reported in writing and periodically to Shareholders.	Terealisasi / Realized

No	Arahan / Instructions	Tindak Lanjut / Follow-up
12	Menjaga konsistensi dalam melakukan <i>monitoring</i> dan <i>updating</i> data pada Portal BUMN, yaitu <i>Portal Silaba</i> , <i>Portal Human Capital</i> (HC), <i>Portal TJSL</i> , dan <i>Portal Publik</i> . Progres pemutakhiran data dalam portal tersebut agar disampaikan dalam laporan manajemen triwulanan dan laporan tahunan. / Maintaining consistency in monitoring and updating data on the BUMN Portal, namely the Silaba Portal, Human Capital (HC) Portal, TJSL Portal, and Public Portal. The progress of updating data in the portal should be submitted in the quarterly management report and annual report.	Terealisasi / Realized
13	Direksi agar menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Kereta Api Indonesia (Persero) sebagaimana tertuang dalam surat Nomor 35/CG/KOM/VI/2024 tanggal 20 Juni 2024. / The Board of Directors must follow up on the recommendations of the Board of Commissioners of PT Kereta Api Indonesia (Persero) as stated in letter Number 35/CG/KOM/VI/2024 dated June 20, 2024.	Terealisasi / Realized
14	Dewan Komisaris agar meningkatkan pengawasan untuk membantu langkah-langkah Perusahaan agar <i>going concern</i> dapat tetap terjaga dan mampu untuk survive pada setiap kondisi dan secara konsisten melakukan peningkatan pelayanan kepada pelanggan. / The Board of Commissioners must increase supervision to assist the Company's steps so that going concern can be maintained and able to survive in every condition and consistently improve service to customers.	Terealisasi / Realized
15	Laporan Keuangan, Laporan Keuangan PUMK, Laporan Evaluasi Kinerja, Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Internal yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, serta tanggapan Dewan Komisaris baik yang dibacakan dalam rapat maupun yang disampaikan secara tertulis – merupakan bagian yang tidak terpisahkan dari Risalah RUPS ini. / Financial Statements, PUMK Financial Statements, Performance Evaluation Reports, Compliance Reports with Legislation and Internal Control that have been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, as well as the responses of the Board of Commissioners, both those read out in the meeting and those submitted in writing—are an integral part of the Minutes of this GMS.	Terealisasi / Realized

PIHAK INDEPENDEN DALAM PEMUNGUTAN SUARA RUPS

Dalam pelaksanaan RUPS tahun buku 2024, Perusahaan menggunakan pihak independen dalam pemungutan suara.

INDEPENDENT PARTIES IN GMS VOTING

In the implementation of the 2024 fiscal year GMS, the Company utilizes independent parties in voting.

PELAKSANAAN RUPS TAHUN BUKU SEBELUMNYA

Seluruh hasil keputusan RUPST Tahun Buku 2023 telah direalisasikan. Sehingga informasi tersebut tidak disajikan kembali dalam Laporan Tahunan ini.

IMPLEMENTATION OF THE GMS FOR THE PREVIOUS FISCAL YEAR

All resolutions of the 2023 GMS have been implemented. Therefore, this information is not presented in this Annual Report.

Direksi

Board of Directors

Direksi merupakan organ di dalam struktur tata kelola yang memiliki tugas dan tanggung jawab untuk melaksanakan pengelolaan Perseroan. Direksi melaksanakan tugas dan tanggung jawab melalui wewenang yang digunakan semata-mata demi kepentingan Perseroan, sesuai maksud dan tujuan Perseroan. Direksi sekaligus merupakan pihak yang mewakili Perseroan, baik di dalam maupun di luar forum pengadilan.

The Board of Directors is an organ within the governance structure that has the duties and responsibilities to carry out the management of the Company. The Board of Directors carries out its duties and responsibilities through the authority used solely for the benefit of the Company, according to the purposes and objectives of the Company. The Board of Directors is also a representative of the Company, both inside and outside the court.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Berdasarkan peraturan perundang-undangan dan Anggaran Dasar Perseroan, Direksi memiliki tugas dan tanggung jawab dengan perincian sebagai berikut:

Tugas Direksi

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, anggaran dasar dan/atau Keputusan RUPS.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

Based on laws and regulations and the Company's Articles of Association, the Board of Directors has duties and responsibilities with the following details:

Duties of the Board of Directors

1. The Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company and representing the Company both inside and outside the court on all matters and all events with restrictions as stipulated in laws and regulations, articles of association and/or GMS Resolution.

2. Direksi harus melaksanakan tugasnya dengan itikad baik untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan, serta memastikan agar Perseroan melaksanakan tanggung jawab sosialnya serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan ketentuan peraturan Perundang-Undangan.
 3. Salah seorang anggota Direksi ditunjuk oleh Rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG di Perseroan.
 4. Direksi harus menyampaikan informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di Anak Perusahaan/perusahaan patungan dan/atau perusahaan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat internal maupun rapat gabungan dengan Dewan Komisaris), serta gaji, fasilitas, dan/atau tunjangan lain yang diterima dari Perseroan dan Anak Perusahaan/perusahaan patungan, untuk dimuat dalam Laporan Tahunan Perseroan.
 5. Direksi wajib melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya (istri/suami dan anak-anaknya) pada Perseroan dan perusahaan lain, termasuk setiap perubahannya.
2. The Board of Directors must carry out their duties in good faith for the benefit of the Company and in accordance with the aims and objectives of the Company, and ensure that the Company carries out its social responsibilities and takes into account the interests of various stakeholders in accordance with statutory provisions.
 3. A member of the Board of Directors is appointed by the Board of Directors Meeting as the party in charge of implementing and monitoring GCG in the Company.
 4. The Board of Directors must submit information regarding identity, main duties, positions of the Board of Commissioners in Subsidiaries/joint ventures and/or other companies, including meetings held within one fiscal year (internal meetings and joint meetings with the Board of Commissioners), as well as salaries, facilities, and/or other allowances received from the Company and its Subsidiaries/joint ventures, to be included in the Company's Annual Report.
 5. The Board of Directors must report to the Company regarding their share ownership and/or their families (spouse and their children) in the Company and other companies, including any changes thereto.

Tanggung Jawab Direksi

1. Direksi merupakan organ Perseroan yang bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar.
2. Sifat dari tanggung jawab tersebut adalah tanggung renteng hingga harta pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan Perseroan.
3. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;

Responsibilities of the Board of Directors

1. The Board of Directors is a Company organ that is fully responsible for managing the Company for the interests and objectives of the Company and represents the Company both inside and outside the court in accordance with the provisions of the Articles of Association.
2. This responsibility is a joint responsibility to personal property if the person concerned is guilty or negligent in carrying out his/her duties for the benefit of the Company.
3. Each member of the Board of Directors is fully responsible personally if the person concerned is guilty or neglects to carry out his/her duties for the interests and business of the Company, unless the member of the Board of Directors concerned can prove that:
 - a. The loss is not due to his/her fault or negligence;
 - b. Has carried out management in good faith and with caution for the interests and in accordance with the intent and purpose of the Company;

- c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan kepengurusan yang mengakibatkan kerugian; dan
 - d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut
4. Direksi tidak berwenang mengajukan permohonan pailit atas Perseroan sendiri kepada pengadilan niaga sebelum memperoleh persetujuan RUPS, dengan tidak mengurangi ketentuan sebagaimana diatur dalam Undang-Undang tentang Kepailitan dan Penundaan Kewajiban Pembayaran Utang.
 5. Dalam hal kepailitan terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perseroan dalam kepailitan tersebut, setiap anggota Direksi secara tanggung renteng bertanggung jawab atas seluruh kewajiban yang tidak terlunasi dari harta pailit tersebut.
 6. Tanggung jawab berlaku juga bagi anggota Direksi yang salah atau lalai yang pernah menjabat sebagai anggota Direksi dalam jangka waktu 5 (lima) tahun sebelum putusan pernyataan pailit diucapkan.
 7. Anggota Direksi tidak bertanggung jawab atas kepailitan Perseroan apabila dapat membuktikan:
 - a. Kepailitan tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengurusan dengan itikad baik, kehati-hatian, dan penuh tanggung jawab untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan;
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang dilakukan; dan
 - d. Telah mengambil tindakan untuk mencegah terjadinya kepailitan.
 8. Ketentuan berlaku juga bagi Direksi dari Perseroan yang dinyatakan pailit berdasarkan gugatan pihak ketiga.

PEMBIDANGAN TUGAS DIREKSI

KAI telah menerapkan pembagian tugas bagi masing-masing fungsi Direktur. Pembidangan tugas Direksi secara umum diatur dalam Board Manual dan secara berkala disesuaikan dengan perkembangan kondisi Perseroan dan pengembangan struktur organisasi sesuai arah kebijakan Perseroan. Berdasarkan Peraturan Direksi KAI No. PER.U/KO.104/III/1/KA-2024 tentang Tugas dan Wewenang Anggota Direksi yang kemudian diturunkan melalui Peraturan Direksi Organisasi dan Tata Laksana masing-masing Direktorat.

- c. Has no conflict of interest, either directly or indirectly, regarding management actions that result in losses; and
 - d. Has taken action to prevent the occurrence or continuation of such losses.
4. The Board of Directors is not authorized to submit bankruptcy requests on behalf of the Company to the commercial court before obtaining approval from the General Meeting of Shareholders, without prejudice to the provisions stipulated in the Law on Bankruptcy and the Suspension of Debt Payment Obligations.
 5. In the event of bankruptcy due to an error or negligence of the Board of Directors and insolvency is not sufficient to pay all the liabilities of the Company in the bankruptcy, each member of the Board of Directors is jointly and severally liable for all liabilities that are not repaid from the bankruptcy.
 6. Responsibilities also apply to members of the Board of Directors for error or negligence while serving as members of the Board of Directors for a term of 5 (five) years before the Resolution to declare bankruptcy was pronounced.
 7. Members of the Board of Directors are not responsible for the bankruptcy of the Company if they can prove that:
 - a. The bankruptcy was not caused by his/her error or negligence;
 - b. The member has conducted management in good faith, prudence, and full responsibility for the benefit of the Company and in accordance with the aims and objectives of the Company;
 - c. The member has no direct or indirect conflict of interest for the management actions taken; and
 - d. The member taken necessary actions to prevent bankruptcy.
 8. The provisions also apply to the Directors of a Company that is declared bankrupt based on a third-party lawsuit.

DIVISION OF THE DUTIES OF THE BOARD OF DIRECTORS

KAI has implemented a division of duties for each Director function. The division of duties of the Board of Directors is generally regulated in the Board Manual and is periodically adjusted to the development of the Company's conditions and the development of the organizational structure in accordance with the direction of the Company's policies. Based on KAI Board of Directors Regulation No. PER.U/KO.104/III/1/KA-2024 concerning the Duties and Authorities of Members of the Board of Directors which is then passed down through the Regulation of the Board of Directors of Organization and Governance of each Directorate.

Informasi pembagian tugas Direksi adalah sebagai berikut:

Information on the division of duties of the Board of Directors are as follows:

Direktur Utama	President Director
Direktur Utama menjalankan kegiatan kepengurusan Perseroan sesuai dengan maksud dan tujuan Perseroan, dan mewakili Perseroan baik di dalam maupun di luar pengadilan.	The President Director carries out the Company's management activities in accordance with the Company's aims and objectives, and represents the Company both inside and outside the court.
1. Menetapkan kebijakan kepengurusan Perseroan. 2. Menandatangani surat atas nama Direksi kepada RUPS, Dewan Komisaris dan/atau pihak lain. 3. Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi, terhadap hal yang menyangkut hubungan kerja lintas Direktorat. 4. Menandatangani nota kesepahaman/nota kesepakatan/Memorandum of Understanding (MoU) antara Perseroan dengan pihak lain dengan lingkup menyangkut tugas dan wewenang beberapa anggota Direksi. 5. Menandatangani perjanjian antara Perseroan dengan pihak lain, dengan lingkup perjanjiannya menyangkut tugas dan wewenang beberapa anggota Direksi. 6. Memimpin Rapat Direksi. 7. Mewakili Direksi sebagai pemegang saham pada anak perusahaan dan/atau perusahaan patungan. 8. Melaksanakan diskresi yang menyangkut tugas dan wewenang beberapa anggota Direksi. 9. Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perseroan. 10. Menandatangani kontrak, berita acara, surat menyurat, dan/atau dokumen-dokumen yang berkaitan dengan penyelenggaraan kewajiban pelayanan publik termasuk perubahan dan tambahannya (apabila ada). 11. Menandatangani surat dalam rangka permintaan tanggapan tertulis atau persetujuan kepada Dewan Komisaris dan/atau RUPS.	1. Determine the management policies of the Company. 2. Sign a letter on behalf of the Board of Directors to the General Meeting of Shareholders (GMS), the Board of Commissioners, and/or other relevant parties. 3. Sign the Directors' Regulations, Directors' Decree, Directors' Instructions, Directors' Circulars, and/or Directors' Declarations on behalf of the Board of Directors, specifically regarding matters related to cross-Directorate working relations. 4. Sign a Memorandum of Understanding (MoU) or a memorandum of agreement between the Company and other parties, outlining the duties and authorities of various members of the Board of Directors. 5. Sign agreements between the Company and other parties, detailing the duties and authorities of several members of the Board of Directors. 6. Lead meetings of the Board of Directors. 7. Represent the Board of Directors as shareholders in subsidiaries and/or joint ventures. 8. Exercise discretion regarding the duties and authorities of various members of the Board of Directors. 9. Sign all types of documents and perform other necessary actions to meet the management needs of the Company. 10. Sign contracts, minutes, correspondence, and other documents related to the fulfillment of public service obligations, including any changes or additions. 11. Sign letters requesting written responses or approvals from the Board of Commissioners and/or the General Meeting of Shareholders (GMS).
Direktur Niaga	Managing Director of Commerce
1. Menandatangani surat atas nama Direksi kepada pihak lain. 2. Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. 3. Menandatangani perjanjian antara Perusahaan dengan pihak lain. 4. Menandatangani nota kesepahaman/nota kesepakatan/memorandum of understanding antara Perusahaan dengan pihak lain. 5. Melaksanakan Diskresi. 6. Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. 7. Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan pengadaan sarana dalam rangka pengembangan bisnis komersial eksisting.	1. Sign letters on behalf of the Board of Directors to other parties. 2. Sign Board of Directors Regulations, Board of Directors Decrees, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. 3. Sign agreements between the Company and other parties. 4. Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. 5. Exercise Discretion. 6. Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company. 7. Sign all forms of documents and/or taking other actions as long as they are for the purposes of procuring facilities for the development of existing commercial businesses.
Direktur Operasi	Managing Director of Operations
1. Menandatangani surat atas nama Direksi kepada pihak lain. 2. Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. 3. Menandatangani perjanjian antara Perusahaan dengan pihak lain. 4. Menandatangani nota kesepahaman/nota kesepakatan/memorandum of understanding antara Perusahaan dengan pihak lain. 5. Melaksanakan Diskresi. 6. Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.	1. Sign letters on behalf of the Board of Directors to other parties. 2. Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. 3. Sign agreements between the Company and other parties. 4. Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. 5. Exercise Discretion. 6. Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.

Direktur Pengelolaan Prasarana	Managing Director of Infrastructure
- Menandatangani surat atas nama Direksi kepada pihak lain. - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. - Menandatangani kontrak, berita acara, surat menyurat, dan/atau dokumen-dokumen yang berkaitan dengan perawatan pengoperasian prasarana perkeretaapian milik Negara/infrastruktur, <i>maintenance and operation</i> (IMO) termasuk perubahan dan tambahannya apabila ada.	- Sign letters on behalf of the Board of Directors to other parties. - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company. - Sign contracts, minutes, correspondence, and/or documents related to the maintenance and operation of state-owned railway infrastructure/infrastructure, maintenance and operation (IMO) including changes and additions if any.
Direktur Perencanaan Strategis dan Pengelolaan Sarana	Managing Director of Strategic Planning and Rolling Stock Management
- Menandatangani surat atas nama Direksi kepada pihak lain. - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan perencanaan strategis jangka panjang Perusahaan dan pengadaan sarana dalam rangka pembaruan sarana perkeretaapian.	- Sign letters on behalf of the Board of Directors to other parties. - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of the Company's management. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of the Company's long-term strategic planning and procurement of facilities for the renewal of railway facilities.
Direktur Keselamatan dan Keamanan	Managing Director of Safety and Security
- Menandatangani surat atas nama Direksi kepada pihak lain. - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. - Menandatangani dokumen kepada eksternal, mengoordinir dokumen dan/atau tindakan lain dalam rangka penghapusbukuan aset tetap berupa tanah termasuk bangunan (apabila ada) yang terkena dampak pembangunan untuk kepentingan umum, setelah mendapat persetujuan Direksi.	- Sign letters on behalf of the Board of Directors to other parties. - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company. - Sign documents to external parties, coordinating documents and/or other actions in the context of writing off fixed assets in the form of land including buildings (if any) affected by development for the public interest, after obtaining approval from the Board of Directors.
Direktur Sumber Daya Manusia (SDM) dan Umum	Managing Director of Human Capital (HC) and General Affairs
- Menandatangani surat atas nama Direksi kepada pihak lain. - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. - Menandatangani penetapan penjatuan hukuman disiplin untuk pelanggaran disiplin tingkat berat dan pemutusan hubungan kerja (PHK) karena mangkir.	- Sign letters on behalf of the Board of Directors to other parties. - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company. - Sign the determination of disciplinary sanctions for serious disciplinary violations and termination of employment (PHK) due to absenteeism.

Direktur Pengembangan Usaha dan Kelembagaan	Managing Director of Strategic Planning and Business Development
- Menandatangani surat atas nama Direksi kepada pihak lain. - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan pengembangan usaha sesuai kebijakan dan arah bisnis Perusahaan, dan tata kelola hubungan kelembagaan.	- Sign letters on behalf of the Board of Directors to other parties. - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of developing the business in accordance with the Company's business policies and direction, and institutional relationship governance.
Direktur Keuangan dan Manajemen Risiko	Managing Director of Finance and Risk Management
- Menandatangani surat atas nama Direksi kepada pihak lain; - Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi. - Menandatangani perjanjian antara Perusahaan dengan pihak lain. - Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain. - Melaksanakan Diskresi. - Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.	- Sign letters on behalf of the Board of Directors to other parties; - Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors. - Sign agreements between the Company and other parties. - Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties. - Exercise Discretion. - Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.

BOARD MANUAL DIREKSI

Direksi melaksanakan tugas dan tanggung jawab sesuai tata laksana kerja yang termuat di dalam Board Manual. *Board Manual* merupakan tata laksana kerja yang menjelaskan tahapan aktivitas Direksi secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan secara konsisten, sehingga dapat menjadi pedoman pelaksanaan tugas bagi masing-masing Direktur. Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham, serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*. *Board Manual* Perseroan ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi No. 04/CH/KOM/ III/2017 dan No. KEP. U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (Board Manual) PT Kereta Api Indonesia (Persero) tanggal 16 Maret 2017.

Di dalam *Board Manual* memuat tata laksana kerja Direksi dengan perincian berikut:

- Persyaratan, Keanggotaan dan Masa Jabatan Direksi;
- Program Pengenalan dan Peningkatan Kapabilitas;
- Tanggung Jawab Direksi;
- Tugas, Wewenang dan Kewajiban Direksi;
- Hak Direksi;

BOARD OF DIRECTORS MANUAL

The Board of Directors fulfills its duties and responsibilities in accordance with the procedures outlined in the Board Manual. This Board Manual provides a structured and systematic overview of the various stages of the Board's activities, presented in an easy-to-understand format that ensures consistent implementation. It serves as a vital guideline for each Director in carrying out their responsibilities. The Board Manual is developed in alignment with principles of corporate law, the Company's Articles of Association, relevant laws and regulations, shareholder directives, and recognized best practices in Good Corporate Governance. It was formalized through the Joint Decree of the Board of Commissioners and Board of Directors No. 04/CH/KOM/III/2017 and No. KEP. U/KO.101/III/15/KA-2017, which outlines the Work Procedure Guidelines for the Board of Commissioners and Board of Directors (Board Manual) of PT Kereta Api Indonesia (Persero), dated March 16, 2017.

The Board Manual contains the work procedures of the Board of Directors with the following details:

- Requirements, Membership and Term of Office of Directors;
- Introduction and Capacity Building Program;
- Responsibilities of the Board of Directors;
- Duties, Authorities and Obligations of the Board of Directors;
- Directors' Rights;

6. Etika Jabatan;
7. Pendelegasian Wewenang di antara Anggota Direksi;
8. Pembagian Tugas Direksi;
9. Penggunaan Saran Profesional;
10. Rapat Direksi;
11. Sekretaris Perusahaan; dan
12. Hubungan dengan Anak Perusahaan dan Perusahaan Patungan.

KRITERIA DIREKSI [GRI 2-10]

Berdasarkan Pasal 3 dan Pasal 4 Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, KAI menetapkan sejumlah syarat bagi anggota Direksi, mencakup syarat materiil dan syarat formal, yaitu sebagai berikut:

1. Direksi telah memenuhi syarat materiil, di antaranya:
 - a. Keahlian;
 - b. Integritas;
 - c. Kepemimpinan;
 - d. Pengalaman;
 - e. Jujur;
 - f. Perilaku yang baik; dan
 - g. Dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.
2. Direksi sudah memenuhi syarat formal, di antaranya:
 - a. Orang perseorangan;
 - b. Mampu melaksanakan perbuatan hukum;
 - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
 - d. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
 - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Perseroan memastikan bahwa seluruh anggota Direksi yang menjabat telah memenuhi persyaratan formal dan materiil, serta memiliki kompetensi dan keahlian yang dibutuhkan demi tercapainya tujuan dan kepentingan terbaik

6. Department Ethics;
7. Delegation of Authority among Directors;
8. Division of Duties of the Board of Directors;
9. Use of Professional Advice;
10. Board of Directors Meeting;
11. Company Secretary;
12. Relationship with Subsidiaries and Joint Venture Companies.

KRITERIA DIREKSI [GRI 2-10]

Based on Articles 3 and 4 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises, KAI establishes several requirements for members of the Board of Directors, which include both material and formal requirements, as follows:

1. The Board of Directors has met the material requirements, including:
 - a. Expertise;
 - b. Integrity;
 - c. Leadership;
 - d. Experience;
 - e. Honesty;
 - f. Good conduct; and
 - g. High dedication to advancing and developing the Company.
2. The Board of Directors has also met the formal requirements, including:
 - a. Being an individual;
 - b. Being capable of performing legal acts;
 - c. Not having been declared bankrupt within 5 (five) years prior to appointment;
 - d. Not having been a member of the Board of Directors or Board of Commissioners/Supervisory Board who was found guilty of causing a state-owned enterprise, subsidiary, and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and
 - e. Not having been convicted of a criminal offense that caused financial harm to the state, state-owned enterprises, subsidiaries, other business entities, and/or related to the financial sector within 5 (five) years prior to appointment.

The Company ensures that all members of the Board of Directors in office have met the formal and material requirements, and have the competencies and expertise needed to achieve the company's goals and best interests.

perusahaan. Komposisi Direksi per 31 Desember 2024 terdiri dari 9 (sembilan) anggota yang seluruhnya telah dinyatakan lulus Uji Kelayakan dan Kepatutan (UKK) oleh Kementerian BUMN. Susunan komposisi Direksi KAI per 31 Desember 2024, perubahan komposisi Direksi dengan alasannya, serta hubungan afiliasi Direksi telah dijelaskan pada bab Profil Perusahaan.

PENGELOLAAN POTENSI BENTURAN KEPENTINGAN (CONFLICT OF INTEREST) DIREKSI [GRI 2-15]

Benturan kepentingan Direksi merupakan kondisi tertentu terkait kepentingan pribadi Direksi yang memiliki potensi bertentangan dengan kepentingan Perseroan untuk meningkatkan nilai Perseroan, meraih laba serta pencapaian visi dan misi Perseroan sebagaimana diamanatkan oleh Pemegang Saham. Pengelolaan benturan kepentingan Perseroan diatur melalui Peraturan Direksi No. PER.D/Ke.202/XII/I/KA2020 Tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) sebagai berikut:

1. Direksi menetapkan kebijakan tentang mekanisme bagi Direksi dan pejabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan;
2. Direksi melakukan sosialisasi kebijakan tentang mekanisme untuk mencegah pengambilan keuntungan pribadi bagi Direksi dan pejabat struktural Perusahaan;
3. Direksi membuat surat pernyataan bahwa Direksi tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga, jabatan lain, atau golongan dengan kepentingan Perusahaan pada awal pengangkatan dan wajib diperbaharui setiap awal tahun (untuk pernyataan tahunan dapat dicantumkan pada kontrak manajemen yang ditandatangani Direksi dengan Pemegang Saham);
4. Direksi menyampaikan laporan kepemilikan saham pada Perusahaan dan Perusahaan lainnya kepada Perusahaan melalui Sekretaris Perusahaan untuk dicatat dalam Daftar Khusus;
5. Direksi wajib menandatangani pakta integritas yang dilampirkan dalam setiap usulan tindakan Direksi yang membutuhkan persetujuan dari Dewan Komisaris dan/ atau rekomendasi dari Dewan Komisaris dengan persetujuan RUPS; dan
6. Perusahaan memastikan tidak terdapat pengambilan keputusan transaksional yang mengandung benturan kepentingan, diantaranya:

The composition of the Board of Directors as of December 31, 2024 consists of 9 (nine) members who have all been declared to have passed the Fit and Proper Test (UKK) by the Ministry of SOEs. Composition. The composition of the KAI Board of Directors as of December 31, 2024, changes in the composition of the Board of Directors with the reasons, and the affiliation of the Board of Directors have been explained in the Company Profile chapter.

MANAGEMENT OF POTENTIAL CONFLICTS OF INTEREST FOR THE BOARD OF DIRECTORS [GRI 2-15]

A conflict of interest for the Board of Directors arises when there is a personal interest that potentially conflicts with the interests of the Company in increasing its value, earning profits, and achieving the Company's vision and mission as mandated by the shareholders. The management of conflicts of interest within the Company is governed by the Board of Directors' Regulation No. PER.D/Ke.202/XII/I/KA-2020 on Good Corporate Governance Guidelines, as follows:

1. The Board of Directors establishes policies and mechanisms for preventing personal gain or benefits to other parties arising from conflicts of interest;
2. The Board of Directors conducts socialization and education regarding the policy mechanisms to prevent personal gain for the Board and structural officials within the Company;
3. The Board of Directors issues a declaration stating that they do not have any conflict of interest between their personal/family interests, other positions, or affiliations with the interests of the Company at the start of their appointment, and this declaration must be updated at the beginning of each year (for annual declarations, they can be included in the management contract signed by the Board of Directors and the Shareholders);
4. The Board of Directors submits a report on their share ownership in the Company and other companies to the Company through the Corporate Secretary for recording in a Special Register;
5. The Board of Directors must sign an integrity pact, which is attached to every proposal for actions by the Board requiring approval from the Board of Commissioners and/ or a recommendation from the Board of Commissioners with the approval of the General Meeting of Shareholders (GMS);
6. The Company ensures that no transactional decisions are made that involve conflicts of interest, including:

- Pelanggaran sehubungan dengan transaksi kesempatan Perusahaan (*corporate opportunity*);
- Pelanggaran sehubungan dengan transaksi dengan Perusahaan baik secara langsung maupun melalui anggota keluarganya atau keluarga dekatnya (*self dealing*);
- Pelanggaran sehubungan transaksi yang mengandung benturan kepentingan (*conflict of interest*); dan
- Pelanggaran sehubungan transaksi yang dibantu orang dalam (*insider information*).

- Violations related to corporate opportunity transactions;
- Violations related to transactions with the Company, either directly or through their family members or close relatives (*self-dealing*);
- Violations related to transactions involving conflicts of interest; and
- Violations related to insider information transactions.

KOMPOSISI DIREKSI

Hingga 31 Desember 2024, komposisi Direksi KAI adalah sebagai berikut:

COMPOSITION OF THE BOARD OF DIRECTORS

As of December 31, 2024, the composition of the Board of Directors of KAI is as follows:

Tabel Komposisi Direksi Tahun 2024

Table of Composition of the Board of Directors in 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Periode Jabatan / Tenure
1	Didiek Hartantyo	Direktur Utama / President Director	Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021	2021-Sekarang (periode kedua) / 2021-Present (second period)
2	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022	2022-Sekarang (Periode Pertama) / 2022-Present (First Period)
3	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024	2022-Sekarang (Periode Pertama) / 2022-Present (First Period)
4	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022	2022-Sekarang (Periode Pertama) / 2022-Present (First Period)
5	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024	2024-Sekarang (Periode Pertama) / 2024 – present (First Period)
6	Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	- Diangkat berdasarkan Keputusan Menteri BUMN No. SK-240/MBU/10/2022 tanggal 26 Oktober 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-240/MBU/10/2022 dated October 26, 2022 - Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024	2022-2024 (Periode Pertama) / 2022-2024 (First Period)
	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024	2024-Sekarang (Periode Pertama) / 2024 – Present (First Period)
7	Suparno*	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	- Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022 - Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024	2022-2024 (Periode Pertama) / 2022-2024 (First Period)
	Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024	2024-Sekarang (Periode Pertama) / 2024 – Present (First Period)

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Periode Jabatan / Tenure
8	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Keputusan Menteri BUMN SK-151/MBU/05/2021 tanggal 19 Mei 2021 / Decree of the Minister of State-Owned Enterprises SK-151/MBU/05/2021 dated May 19, 2021	2023-Sekarang (periode pertama) / 2023 - Present (First Period)
9	Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Keputusan Menteri BUMN SK-236/MBU/07/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/07/2020 dated July 14, 2020	2020-Sekarang (Periode Pertama) / 2020-Present (First Period)

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No longer served as of the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

RAPAT DIREKSI

Kebijakan Rapat

Kebijakan Rapat Sesuai ketentuan di dalam Anggaran Dasar dan *Board Manual*, selain itu Perseroan telah menetapkan Peraturan Direksi No. PER.U/KC.202/X/1/KA-2020 tanggal 26 Oktober 2020 tentang Tata Tertib Rapat Direksi dengan uraian sebagai berikut:

- Direksi harus melakukan rapat secara berkala paling sedikit 1 (satu) kali dalam sebulan sesuai rencana rapat yang disusun mengacu pada rencana kerja anggaran tahunan.
- Penyelenggaraan rapat Direksi dapat dilakukan setiap waktu apabila:
 - Dipandang perlu oleh seorang atau lebih anggota Direksi;
 - Atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris; atau
 - Atas permintaan tertulis dari Pemegang Saham.
- Panggilan rapat Direksi dilakukan secara tertulis melalui nota dinas elektronik oleh anggota Direksi yang berhak mewakili.
- Dalam hal keadaan memaksa rapat Direksi dapat dilakukan tanpa panggilan. Rapat dianggap sah dalam hal rapat tersebut dihadiri oleh seluruh anggota Direksi.
- Rapat Direksi dipimpin oleh Direktur Utama.
- Rapat Direksi dapat dilakukan melalui tatap muka atau rapat virtual melalui sarana media elektronik yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat Direksi.
- Setiap anggota Direksi yang menghadiri rapat berhak menyampaikan tanggapan dalam rapat yang dicatat dalam risalah rapat termasuk pendapat berbeda (*dissenting opinions*) jika ada.

BOARD OF DIRECTORS MEETING

Meeting Policy

According to the provisions in the Articles of Association and the Board Manual, the Company has also established Director Regulation No. PER.U/KC.202/X/1/KA-2020 dated October 26th, 2020, concerning the Rules of Procedure for Board Meetings, with the following details:

- The Board of Directors must hold regular meetings at least 1 (one) time a month according to the meeting plan prepared referring to the annual budget work plan.
- Board of Directors meetings can be held at any time if:
 - deemed necessary by one or more members of the Board of Directors;
 - held upon written request from one or more members of the Board of Commissioners; or
 - held upon written request from the Shareholder.
- Calls for meetings of the Board of Directors are made in writing via electronic service notes by members of the Board of Directors who have the right to represent them.
- In case of compelling circumstances, the Board of Directors meeting can be held without a summons. A meeting is considered valid if the meeting is attended by all members of the Board of Directors.
- Board of Directors meetings are chaired by the President Director.
- Directors' meetings can be held face-to-face or virtual meetings via electronic media which allows all Directors' meeting participants to see and hear each other directly and participate in the Board of Directors' meetings.
- Each member of the Board of Directors who attends the meeting has the right to submit comments at the meeting which are recorded in the minutes of the meeting including different opinions (*dissenting opinions*) if any.

8. Direksi berkewajiban menghadiri setiap rapat Direksi. Dalam hal terdapat Direksi yang berhalangan hadir harus memberikan alasan ketidakhadirannya dalam risalah rapat, Direksi yang tidak hadir dapat memberikan kuasa kepada salah satu anggota Direksi yang hadir sekaligus kewenangan pemegang kuasa tersebut untuk memberikan suara dalam rapat Direksi. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya.
 9. Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari ½ (satu perdua) jumlah seluruh anggota Direksi.
 10. Dalam mata acara lain-lain, rapat Direksi tidak berhak mengambil keputusan kecuali seluruh anggota Direksi hadir dan menyetujui penambahan mata acara rapat.
 11. Semua keputusan dalam rapat Direksi diambil dengan musyawarah untuk mufakat.
 12. Dalam hal keputusan tidak dapat diambil dengan musyawarah mufakat, maka keputusan diambil dengan suara terbanyak.
 13. Dalam hal jumlah suara yang setuju dan yang tidak setuju sama banyaknya, maka keputusan rapat adalah yang sesuai dengan pendapat pimpinan rapat dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban.
 14. Dalam hal usulan lebih dari dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara terbanyak sehingga salah satu usulan memperoleh suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan.
 15. Direksi yang tidak memberikan suara maka dianggap menyetujui usul yang diajukan dalam rapat.
 16. Keputusan rapat Direksi adalah keputusan tertinggi yang tidak dapat diubah kecuali dengan rapat Direksi.
 17. Terkait dengan rapat Direksi bersama Dewan Komisaris dapat dilakukan atas undangan Dewan Komisaris atau atas permintaan Direksi.
8. Directors are obliged to attend every Board of Directors meeting. In the event that a Director who is unable to attend must provide a reason for his or her absence in the minutes of the meeting, the Director who is not present can give power of attorney to one of the members of the Board of Directors who is present as well as the authority of the power of attorney holder to vote at the Board of Directors meeting. A member of the Board of Directors can only represent another member of the Board of Directors.
 9. Board of Directors Meetings are valid and entitled to make binding decisions when attended by more than ½ (one half) of all members of the Board of Directors.
 10. In other agenda items, the Board of Directors meeting does not have the right to make decisions unless all members of the Board of Directors are present and agree to add additional meeting agenda items.
 11. All decisions at Board of Directors meetings are taken by deliberation to reach consensus.
 12. In the event that a decision cannot be taken by consensus, the decision is taken by majority vote.
 13. In the event that the number of votes agreeing and disagreeing is the same, then the decision of the meeting is in accordance with the opinion of the chairman of the meeting while still paying attention to the provisions regarding accountability.
 14. In the event that there are more than two alternative proposals and the results of the voting have not obtained one alternative with more than ½ (one-half) of the total votes cast, then a re-vote will be carried out on the two proposals that received the most votes so that one of the proposals gets votes are more than ½ (one half) of the total votes cast.
 15. Directors who do not vote are deemed to have approved the proposal submitted at the meeting.
 16. The decision of the Board of Directors meeting is the highest decision which cannot be changed except by the Board of Directors meeting.
 17. The meetings between the Board of Directors and the Board of Commissioners can be held at the invitation of the Board of Commissioners or at the request of the Board of Directors.

Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi

Frekuensi pelaksanaan rapat dan kehadiran masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

Tabel Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi Tahun 2024

No	Nama / Name	Jabatan / Position	Rapat Direksi / Board of Directors Meeting			Rapat Gabungan / Joint Meetings			RUPS / GMS		
			Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%
1	Didiek Hartantyo	Direktur Utama / President Director	29	29	100	12	10	84	4	4	100
2	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	29	27	93	12	11	92	4	4	100
3	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	29	28	97	12	10	84	4	4	100
4	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	29	26	90	12	11	92	4	4	100
5	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	29	27	93	12	12	100	4	4	100
6	Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	8	8	100	2	2	100	2	2	100
	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	21	20	95	10	10	100	2	2	100
7	Suparno*	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	8	8	100	2	2	100	2	2	100
	Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs	21	19	90	13	12	93	2	2	100
8	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	29	25	86	14	13	93	4	4	100
9	Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	29	29	100	13	13	100	4	4	100

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No longer served as of the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

Agenda, Tanggal dan Peserta Rapat Direksi Tahun 2024

Di tahun 2024, Direksi telah menyelenggarakan rapat sebanyak 29 kali rapat. Informasi agenda, tanggal dan kehadiran rapat Direksi di tahun 2024 adalah sebagai berikut:

Frequency of Meetings and Attendance of Board of Directors Members

The frequency of meetings and attendance of each member of the Board of Directors in 2024 are as follows:

Table of Meeting Frequency and Attendance Level of Board of Directors Members in 2024

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

In 2024, the Board of Directors held 29 meetings. Information on the agenda, date and attendance of the 2024 Board of Directors meetings is as follows:

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

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Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Tabel Agenda, Tanggal dan Peserta Rapat Direksi Tahun 2024 **Table of Agenda, Date and Participants of the 2024 Board of Directors Meeting**

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
1	9 Januari 2024 / January 9, 2024	a. Arahan DU / President Director's Direction b. Update Penataan Stasiun Tugu Yogyakarta / Update on the Arrangement of Tugu Yogyakarta Station c. Update Perubahan Struktur Organisasi D4 dan D7 / Update on Changes in the Organizational Structure of D4 and D7 d. Evaluasi dan Tata Kelola Penetapan Desain dan Livery Sarana / Evaluation and Governance of the Determination of Design and Livery Facilities e. Kinerja keuangan Desember 2023 / Financial Performance December 2023	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
2	16 Januari 2024 / January 16, 2024	a. Arahan DU / President Director's Direction b. Hasil CO Tabrakan KA Turangga dan KA Bandung Raya Petak Jalan Hrp-Ccl dan Anjlok di Tanggulangin / CO Results of Turangga Train and Bandung Raya Train Collision Petak Jalan Hrp-Ccl and Derailment in Tanggulangin c. Update Cyber Security and Data Leak Incident / Update on Cyber Security and Data Leak Incident d. Usulan PMN TA 2025 untuk Pengadaan KRL melalui KCI / PMN Proposal for FY 2025 for KRL Procurement through KCI e. Update Kinerja Keuangan Desember 2023 dan RKAP 2024 / Update on Financial Performance December 2023 and RKAP 2024	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
3	20 Januari 2024 / January 20, 2024	a. Arahan DU / President Director's Direction b. Program Keselamatan menuju Zero Accident Direktorat Operasi / Safety Program towards Zero Accident Directorate of Operations c. Program Keselamatan menuju Zero Accident Direktorat Operasi Direktorat Keselamatan dan Keamanan / Safety Program towards Zero Accident Directorate of Operations Directorate of Safety and Security d. Program Keselamatan menuju Zero Accident Direktorat Operasi Direktorat Pengelolaan Prasarana / Safety Program towards Zero Accident Directorate of Operations Directorate of Infrastructure Management	Didiek Hartantyo	Hadir / Present	Cuti Tahunan / Annual Leave
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Tidak Hadir / Absent	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
4	25 Januari 2024 / January 25, 2024	a. Arahan DU / President Director's Direction b. Pembahasan Rencana Penghentian Angkutan Barang yang Rugi Berdasarkan Data Profitability / Discussion of Loss-Making Freight Transportation Termination Plan Based on Profitability Data c. Pembahasan KKA CCL - HRP Tindak Lanjut Rapat di Kemenko Polhukam / Discussion of KKA CCL - HRP Follow-up Meeting at Coordinating Ministry for Political and Security Affairs d. Laporan Hasil Quality Assurance BPKP terhadap Sistem Pengendalian Internal dan WBS / BPKP Quality Assurance Results Report on Internal Control Systems and WBS	Didiek Hartantyo	Hadir / Present	Cuti Tahunan / Annual Leave
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Tidak Hadir / Absent	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
5	30 Januari 2024 / January 30, 2024	a. Arahan DU / President Director's Direction b. Pembahasan Rencana Penghentian Angkutan Barang yang Rugi Berdasarkan Data Profitability / Discussion of Loss-Making Freight Transportation Termination Plan Based on Profitability Data c. Pembahasan KKA CCL - HRP Tindak Lanjut Rapat di Kemenko Polhukam / Discussion of KKA CCL - HRP Follow-up Meeting at Coordinating Ministry for Political and Security Affairs d. Laporan Hasil Quality Assurance BPKP terhadap Sistem Pengendalian Internal dan WBS / BPKP Quality Assurance Results Report on Internal Control Systems and WBS	Didiek Hartantyo	Hadir / Present	Cuti Tahunan / Annual Leave

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
5	2 Februari 2024 / February 2, 2024	a. Arahan DU / President Director's Direction b. Persetujuan Usulan Direksi KCIC dari Perwakilan KAI / Approval of KCIC Board of Directors' Proposal from KAI Representative c. Pembahasan Perjanjian Kerjasama Integrasi Aksesibilitas LRT Jabodetabek / Discussion of Jabodetabek LRT Accessibility Integration Cooperation Agreement	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
6	9 Februari 2024 / February 9, 2024	a. Arahan DU / President Director's Direction b. Update Pengadaan 54 Lok dengan Progress Rail (PRL) / Update on Procurement of 54 Lok with Progress Rail (PRL) c. Update Pengadaan LTPA CC 201, 203 dan 204 / Update on Procurement of LTPA CC 201, 203, and 204 d. Pembahasan Perjanjian Kerjasama Integrasi Aksesibilitas LRT Jabodetabek / Discussion of Cooperation Agreement on Accessibility Integration of Jabodetabek LRT	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
7	13 Februari 2024 / February 13, 2024	a. Arahan DU / President Director's Direction b. Update Pembahasan Kajian Manfaat Pasca Kerja Persero / Update on Discussion of the Company's Post-Employment Benefits Study c. Hasil CO Anjlok di Semarang / Results of the CO Drop in Semarang d. Kegiatan Management Walkthrough (Pisami) Tahun 2024 / Management Walkthrough (Pisami) Activities in 2024	Didiek Hartantyo	Hadir / Present	Cuti / Paid Leave
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	
8	27 Februari 2024 / February 27, 2024	a. Arahan DU / President Director's Direction b. Persiapan Raker RKAP 2024 / Preparation of RKAP 2024 Working Meeting c. Pembahasan KPI BoD / Discussion of KPI Board of Directors d. Rencana Program Angkutan Lebaran 2024 / Plan for 2024 Eid Transportation Program	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
9	14 Maret 2024 / March 14, 2024	a. Arahan DU / President Director's Direction b. Update Investasi Angkutan Batu Bara Sumbagsel / Update on South Sumatra Coal Transportation Investment c. Update Progress Pengadaan dan Pendanaan KRL / Update on KRL Procurement and Funding Progress d. Kinerja Keuangan Bulan Februari 2024 / Financial Performance February 2024	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
10	19 Maret 2024 / March 19, 2024	a. Arahan DU / President Director's Direction b. Pembahasan Tunjangan Hari Raya / Discussion of Holiday Benefits c. Laporan Gangguan Operasional Januari - Februari 2024 dan Update Persiapan Posko Angleb 2024 / Operational Disruptions Report January - February 2024 and Update on Preparation of Eid Transportation Posts 2024 d. Laporan Progress Proyek Investasi (Capex) 2024 / Investment Project Progress Report (Capex) 2024 e. Tindak Lanjut Hasil Inventarisasi Aset berdasarkan PP 57 tahun 1990 / Follow-up on Asset Inventory Results based on Government Regulation 57 of 1990	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
11	4 April 2024 / April 4, 2024	a. Arahan DU / President Director's Direction b. Update Kesiapan ARCEO 2024 / Update on ARCEO Readiness 2024 c. Update Issue Pembebanan TAC Tahun 2023 / Update on TAC Charge Issue 2023	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
12	18 April 2024 / April 18, 2024	a. Arahan DU / President Director's Direction b. Update Proyek Investasi 2024 (Proyek Kramasan, Masjid At Taqwa dan Kantin Kantor Pusat) / Update on 2024 Investment Project (Kramasan Project, At Taqwa Mosque and Head Office Canteen) c. Kinerja Keuangan Maret 2024 / Financial Performance March 2024 d. Update Progress Pengadaan KRL KCI / Update on KCI Commuter Line Procurement Progress	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
13	24 April 2024 / April 24, 2024	a. Arahan DU / President Director's Direction b. Penyelesaian permasalahan Aset KAI (Ops Kerjasama Pemanfaatan Stasiun BMN diatas tanah KAI & Tindaklanjuti Verifikasi Dokumen Aset berdasarkan PP 57/90 surat surat DJKN Kemenkeu) / Settlement of KAI Asset issues (BMN Station Utilization Cooperation Option on KAI land & Follow-up of Asset Document Verification based on PP 57/90 letters from Directorate General of State Assets of Ministry of Finance) c. Update Progress dan Persiapan Kick off RJPP dan RSTI 2025-2029 / Update on Progress and Preparation for Kick-off of RJPP and RSTI 2025-2029 d. Update Program Roadmap Sustainability (ESG) / Update on Sustainability Roadmap Program (ESG)	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
14	8 Mei 2024 / May 8, 2024	a. Arahan DU / President Director's Direction b. Program Percepatan Waktu Tempuh KA / Train Travel Time Acceleration Program c. Program Kerja D5 / D5 Work Program	Didiek Hartantyo	Hadir / Present	Perjalanan Dinas Luar Negeri / Official Travel Abroad
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Tidak Hadir / Absent	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
15	21 Mei 2024 / May 21, 2024	a. Arahan DU / President Director's Direction b. Pemberitahuan Rencana Penerbitan Sisa Plafond Obligasi dan Sukuk atas Penawaran Umum Berkelanjutan I Tahun 2022 ("PUB I Tahap II Tahun 2024") dan Rencana Penerbitan Efek Baru Obligasi dan/atau Sukuk dengan skema Penawaran Umum Berkelanjutan Tahun 2024 ("PUB II KAI Tahun 2024") / Notification of Plan to Issuance of Remaining Limit of Bonds and Sukuk for Continuous Public Offering I in 2022 ("PUB I Phase II in 2024") and Plan to Issuance New Bonds and/or Sukuk with Continuous Public Offering Scheme in 2024 ("PUB II KAI in 2024") c. Kinerja Keuangan April 2024 / Financial Performance April 2024 d. Program Kerja D6 / D6 Work Program e. Update Kinerja Operasional dan Isu Strategis LRT Jabodebek / Update on Operational Performance and Strategic Issues of Jabodebek LRT f. Update Program Sustainability (ESG) / Update on Sustainability Program (ESG) g. Laporan Self Assessment GCG 2023 / GCG Self-Assessment Report 2023	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
16	28 Mei 2024 / May 28, 2024	a. Arahan DU / President Director's Direction b. Laporan Hasil Evaluasi Produksi TS INKA 612 / TS INKA 612 Production Evaluation Report c. Laporan ARCEO / ARCEO Report	Didiek Hartantyo	Hadir / Present	a. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad) b. Rudi As Aturridha (Rapat dengan Kepala BPKP / Meeting with Head of BPKP)
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Tidak Hadir / Absent	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
17	7 Juni 2024 / June 7, 2024	a. Update IMO dan TAC / Update on IMO and TAC b. Update Program Kerja D6 / Update on D6 Work Program c. Pembahasan Manfaat Pasca Kerja Pekerja Perum yang Meninggal Dunia / Discussion of Post-Employment Benefits for Deceased Perum Employees d. Penyelesaian Aset Kawasan Stasiun Tanjung Barat / Settlement of Tanjung Barat Station Area Assets	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
18	20 Juni 2024 / June 20, 2024	a. Arahan DU / President Director's Direction b. Update penyajian materi Rapat BoD - BoC tentang Laporan Kinerja KAI / Update on preparation of materials for the Board of Directors - Board of Commissioners Meeting on KAI Performance Report c. Update rencana Restrukturisasi KCIC dan Tata Kelola Pemenuhan CDS KCIC / Update on KCIC Restructuring Plan and KCIC CDS Fulfillment Governance	Didiek Hartantyo	Hadir / Present	a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad) b. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad) c. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad)
			Hadis Surya Palapa	Tidak Hadir / Absent	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Tidak Hadir / Absent	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	
19	25 Juni 2024 / June 25, 2024	a. Usulan Penetapan Dividen Anak Perusahaan PT KAI (Persero) Tahun 2023 / Proposal for Determination of Dividends of PT KAI (Persero) Subsidiaries in 2023 b. Persiapan RUPS Laporan Manajemen Tahunan 2023 / Preparation of the 2023 Annual Management Report GMS c. Update Laporan Kinerja LRT Jabodetabek / Update on the Jabodetabek LRT Performance Report	Didiek Hartantyo	Hadir / Present	Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad)
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	
20	17 Juli 2024 / July 17, 2024	a. Arahan DU / President Director's Direction b. Update Penyelesaian Masalah Aset KAI di Emplasemen Stasiun Dinoyo Surabaya dengan Keuskupan Surabaya / Update on the Settlement of KAI Asset Problems at Dinoyo Station Surabaya with Roman Catholic Diocese of Surabaya c. Update ARCEO 2024 / Update on ARCEO 2024 d. Setoran Modal kepada PT MITJ / Capital Deposit to PT MITJ e. Update RJPP dan RSTI 2025 - 2029 KAI dan Anak Perusahaan / Update on RJPP and RSTI 2025 - 2029 KAI and Subsidiaries	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
21	22 Agustus 2024 / August 22, 2025	a. Arahan DU / President Director's Direction	Didiek Hartantyo	Hadir / Present	-
		b. Agenda Keselamatan / Safety Agenda			
		c. Laporan Kinerja Keuangan KAI Bulan Juli 2024 / KAI Financial Performance Report July 2024	Hadis Surya Palapa	Hadir / Present	
		d. Update Buku Putih Proyek KCJB / Update on KCJB Project White Paper	Awan Hermawan Purwadinata	Hadir / Present	
		e. Template Presentasi KAI / KAI Presentation Template	Heru Kuswanto	Hadir / Present	
		f. Update Persiapan ARCEO / Update on ARCEO Preparation	John Robertho	Hadir / Present	
		g. Pergantian Mobil Dinas Direksi / Replacement of Board of Directors' Official Cars	Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
22	18 September 2024 / September 18, 2024	a. Arahan DU / President Director's Direction	Didiek Hartantyo	Hadir / Present	-
		b. Pelaksanaan Program Manajemen Trainee / Implementation of the Management Trainee Program	Hadis Surya Palapa	Hadir / Present	
		c. Penyiapan Materi RJPP dengan Wamen BUMN / Preparation of RJPP Materials with the Deputy Minister of State-Owned Enterprises	Awan Hermawan Purwadinata	Hadir / Present	
		d. Progress dan Issue Pengadaan Gerbong Untuk Investasi Sumbagsel / Progress and Issues of Procurement of Carriages for Investment in South Sumatra	Heru Kuswanto	Hadir / Present	
		e. Safety Moment	John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
23	2 Oktober 2024 / October 2, 2024	a. Arahan DU / President Director's Direction	Didiek Hartantyo	Hadir / Present	-
		b. Safety Moment			
		c. Laporan Kinerja Keuangan s.d. Agustus 2024 / Financial Performance Report until August 2024	Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
24	15 Oktober 2024 / October 15, 2024	a. Usulan Tantiem Direksi Anak Perusahaan / Proposed Tantiem for Subsidiary Directors	Didiek Hartantyo	Hadir / Present	-
		b. Laporan Kinerja Investasi TW 4 Tahun 2024 / Investment Performance Report for Quarter 4 of 2024	Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
24	15 Oktober 2024 / October 15, 2024		Salusra Wijaya	Hadir / Present	-



No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
25	22 Oktober 2024 / October 22, 2024	a. Arahan DU / President Director's Direction b. Laporan Kinerja Keuangan TW III dan Usulan RKAP 2025 / Financial Performance Report for Quarter III and Proposed RKAP 2025	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
26	5 November 2024 / November 5, 2024	a. Arahan DU / President Director's Direction b. Safety Awareness c. Pembahasan Usulan Kalender 2025 dan Template Presentasi / Discussion of the 2025 Calendar Proposal and Presentation Template d. Laporan Penyelenggaraan ARCEO 44 dan Buku ARCEO / Report on the Implementation of ARCEO 44 and ARCEO Book e. Pembahasan Manfaat Pasca Kerja eks Perum yang Meninggal Dunia / Discussion of Post-Employment Benefits for Deceased Ex-Perum	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
27	12 November 2024 / November 12, 2024	a. Arahan DU / President Director's Direction b. Safety Awareness c. Persiapan Program Angkutan Nataru 2024-2025 / Preparation of the 2024-2025 Nataru Transportation Program d. Update program Percepatan Waktu Tempuh / Update on the Travel Time Acceleration Program	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
28	26 November 2024 / November 26, 2024	a. Arahan DU / President Director's Direction b. Safety Awareness c. ESG/Sustainability Update d. Update Tanggapan Atas Kinerja s.d Triwulan 3 Tahun 2024 dari Asdep Logistik / Update on Response to Performance until Quarter 3 of 2024 from Deputy Assistant for Logistics e. Pembahasan Laporan Hasil Rakornis Issue Strategis Perkeretaapian dengan DJKA / Discussion of Report on Results of Coordination Meeting on Railway Strategic Issues with DJKA f. Update Persiapan Rencana Kunjungan Menteri PKP dan Wamen BUMN terkait Tinjauan Aset KAI untuk Pembangunan Perumahan / Update on Preparation of Visit Plan of Minister of Housing and Residential Areas and Deputy Minister of State-Owned Enterprises related to KAI Asset Review for Housing Development	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
29	3 Desember 2024 / December 3, 2024	a. Arahan DU / President Director's Direction b. Safety Awareness c. Update Persiapan KAIS Nataru, GAPEKA 2025, dan Evaluasi Keterlambatan KA / Update on Preparation of Inspection Trains (KAIS) for Christmas and New Year, GAPEKA 2025, and Evaluation of Train Delays d. Update Program Direktur SDM / Update on Director of Human Capital Program e. Pendanaan Kredit Investasi dan Pengadaan Jasa Konsultan Pengawasan atas Pengadaan 612 Kereta New generation / Funding of Investment Credit and Procurement of Supervisory Consultant Services for the Procurement of 612 New Generation Trains	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

Agenda, Tanggal, dan Kehadiran Rapat Gabungan Direksi bersama Dewan Komisaris Tahun 2024

Di tahun 2024, Direksi telah mengikuti rapat gabungan bersama Dewan Komisaris sebanyak 15 kali rapat. Informasi agenda, tanggal dan kehadiran rapat gabungan Direksi bersama Dewan Komisaris di tahun 2024 adalah sebagai berikut:

Agenda, Date, and Attendance of Joint Meeting of the Board of Directors and the Board of Commissioners in 2024

In 2024, the Board of Directors attended 15 joint meetings with the Board of Commissioners. Information on the agenda, date, and attendance of joint meetings of the Board of Directors and the Board of Commissioners in 2024 is as follows:

Tabel Agenda, Tanggal dan Peserta Rapat Gabungan Tahun 2024

Table of Agenda, Date and Participants of the Joint Meeting in 2024

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
1	8 Januari 2024 / January 8, 2024	Pembahasan Aksi Korporasi KCJB / Discussion of Jakarta-Bandung High-Speed Rail Corporate Action	Didiek Hartantyo	Tidak Hadir / Absent	a. Didiek Hartantyo (Rapat dengan Eksternal / Meeting with External) b. Heru Kuswanto (Rapat dengan Eksternal / Meeting with External)
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Tidak Hadir / Absent	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
2	17 Januari 2024 / January 17, 2024	Pembahasan Surat Usulan PMN Kepada PT KCI / Discussion of PMN Proposal Letter to PT KCI	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Sandry N Pasambuna	Hadir / Present	
			Suparno	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
3	5 April 2024 / April 5, 2024	Pembahasan Beban TAC PT KAI (Persero) Tahun 2023 / Discussion of PT KAI (Persero) TAC Burden in 2023	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
4	8 Mei 2024 / May 8, 2024	Pembahasan Kinerja Triwulan I 2024 PT KAI (Persero) / Discussion of PT KAI (Persero)'s First Quarter 2024 Performance	Didiek Hartantyo	Hadir / Present	
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
5	20 Juni 2024 / June 20, 2024	Pembahasan Kinerja Audited 2023 / Discussion of 2023 Audited Performance	Didiek Hartantyo	Hadir / Present	a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad) b. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad) c. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad)
			Hadis Surya Palapa	Tidak Hadir / Absent	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Tidak Hadir / Absent	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	
6	26 Juni 2024 / June 26, 2024	Pembahasan Penyelesaian CDS KCJB / Discussion on Cash Deficiency Support Settlement for Jakarta-Bandung High-Speed Rail	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
7	11 September 2024 / September 11, 2024	a. Penyelesaian CDS tahun 2024 dan jangka panjang / Settlement of Cash Deficiency Support in 2024 and long term b. Evaluasi kinerja, upaya peningkatan kinerja dan pendapatan efisiensi biaya di KCIC / Performance evaluation, efforts to improve performance and cost efficiency income at KCIC c. Laporan realisasi setoran modal dan/atau SHL kepada PSBI/KCIC / Report on realization of capital deposits and/or SHL to PSBI/KCIC d. Laporan serapan PMN yang disalurkan kepada PSBI/KCIC / Report on absorption of PMN distributed to PSBI/KCIC e. Isu strategis lainnya terkait KCJB / Other strategic issues related to the Jakarta-Bandung High-Speed Train	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
8	2 Oktober 2024 / October 2, 2024	Pembahasan rencana jangka panjang perusahaan / Discussion of the Company's long-term plans	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
9	23 Oktober 2024 / October 23, 2024	Pembahasan road map pengelolaan SDM, Mekanisme koordinasi komite nominasi dan remunerasi dan follow up masalah pelanggaran (fraud) pekerja / Discussion of the Human Capital management roadmap, the nomination and remuneration committee coordination mechanism, and follow-up on employee fraud issues.	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
10	28 Oktober 2024 / October 28, 2024	Pembahasan RKAP 2025 dan Laporan ICOFR / Discussion of RKAP 2025 and ICOFR Report	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
11	13 November 2024 / November 13, 2024	a. Usulan aksi korporasi penghapusbukuan dan kerjasama aset PT KAI / Proposal for corporate action to write off and cooperate with PT KAI assets b. Evaluasi atas pelaksanaan kerjasama dengan pihak ketiga yang telah berjalan / Evaluation of the implementation of cooperation with third parties that has been running c. Rencana optimalisasi aset PT KAI / Plan to optimize PT KAI assets d. Isu strategis lainnya terkait pelaksanaan Direktorat Perencanaan Strategis dan pengelolaan sarana / Other strategic issues related to the implementation of the Directorate of Strategic Planning and management of facilities	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
12	13 November 2024 / November 13, 2024	Pembahasan kinerja Triwulan III Tahun 2024 / Discussion of performance for the Third Quarter of 2024	Didiek Hartantyo	Hadir / Present	a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad) b. Rosma Handayani (Perjalanan Dinas Luar Negeri / Official Travel Abroad)
			Hadis Surya Palapa	Tidak Hadir / Absent	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Tidak Hadir / Absent	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
13	20 November 2024 / November 20, 2024	Pembahasan rencana setoran modal PT KAI kepada PT MITJ Tahun 2023 / Discussion of PT KAI's capital injection plan to PT MITJ in 2023	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	
14	4 Desember 2024 / December 4, 2024	Pembahasan rancangan peraturan Direksi tentang pedoman penerapan Manajemen Risiko / Discussion of the draft Board of Directors regulations on guidelines for implementing Risk Management	Didiek Hartantyo	Hadir / Present	-
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Hadir / Present	
			Salusra Wijaya	Hadir / Present	

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
15	18 Desember 2024 / December 18, 2024	Pembahasan usulan rencana setoran modal kepada PT KCI / Discussion of the proposed capital injection plan to PT KCI	Didiek Hartantyo	Tidak Hadir / Absent	a. Didiek Hartantyo (Perjalanan Dinas Luar Negeri / Official Travel Abroad) b. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad)
			Hadis Surya Palapa	Hadir / Present	
			Awan Hermawan Purwadinata	Hadir / Present	
			Heru Kuswanto	Hadir / Present	
			John Robertho	Hadir / Present	
			Dadan Rudiansyah	Hadir / Present	
			Rosma Handayani	Hadir / Present	
			Rudi As Aturridha	Tidak Hadir / Absent	
			Salusra Wijaya	Hadir / Present	

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Anggota Direksi

Kebijakan pelatihan dan/atau peningkatan kompetensi bagi anggota Direksi diatur melalui Board Manual, dengan uraian ketentuan sebagai berikut:

1. Setiap anggota Direksi yang mengikuti program peningkatan kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada anggota Dewan Komisaris lainnya dalam rangka berbagai informasi dan pengetahuan (*sharing knowledge*).
2. Anggota Direksi yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas, dan laporan tersebut disampaikan kepada Dewan Komisaris.
3. Program Peningkatan Kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas pelaksanaan tugas Direksi.
4. Rencana untuk melakukan Program Peningkatan Kapabilitas harus dimasukkan dalam RKAP.
5. Setiap Anggota Direksi yang mengikuti Program Peningkatan Kapabilitas seperti seminar diminta untuk berbagi informasi dengan anggota Direksi lainnya.

Program peningkatan kapabilitas dapat berbentuk seminar, lokakarya, pelatihan, pelatihan *in-house*, studi banding, dan program lainnya yang berkaitan dengan:

1. Pengetahuan terkait Prinsip hukum korporasi dan *updating* peraturan perundang-undangan yang berhubungan dengan kegiatan usaha perusahaan.
2. Pengetahuan terkait Lingkungan Bisnis dan isu perekonomian terkini.
3. Pengetahuan terkait Manajemen Strategis.
4. Pengetahuan terkait Kepemimpinan efektif.

TRAINING AND/OR COMPETENCY DEVELOPMENT FOR THE BOARD OF DIRECTORS

Training and/or Competency Development Policy for Members of the Board of Directors

The training and/or competency development policy for members of the Board of Directors is regulated through the Board Manual, as follows:

1. Every member of the Board of Directors who takes part in capability improvement programs such as seminars and/or training is asked to present presentations to other members of the Board of Commissioners regarding various information and knowledge (*sharing knowledge*).
2. The member of the Board of Directors concerned is responsible for making a report regarding the implementation of the capability improvement program, and the report is submitted to the Board of Commissioners.
3. The Capability Improvement Program is implemented in order to increase the effectiveness of carrying out the duties of the Board of Directors.
4. Plans to carry out the Capability Improvement Program must be included in the RKAP.
5. Every member of the Board of Directors who takes part in Capability Improvement Programs such as seminars is asked to share information with other members of the Board of Directors.

Competency development programs can be held through seminars, workshops, training, *in-house* training, comparative studies, and other programs related to:

1. Knowledge related to corporate legal principles and updating laws and regulations related to company business activities.
2. Knowledge related to the Business Environment and current economic issues.
3. Knowledge related to Strategic Management.
4. Knowledge related to effective leadership.

- Pengetahuan terkait manajemen perubahan yang menuju pencapaian visi dan misi perusahaan.
- Pengetahuan terkait tugas fungsi pengawasan Sistem Pengendalian Internal, Manajemen Risiko, Sistem Manajemen Mutu, Internal Audit, *Good Corporate Governance*, Sistem Informasi Teknologi, Kebijakan Akuntansi dan Pelaporan Keuangan, Pengelolaan Human Capital, dan Kebijakan Pengadaan Barang dan Jasa.
- Pengetahuan terkait perusahaan pesaing, pengganti, perusahaan kelas dunia/*benchmark*.

- Knowledge related to change management towards achieving the company's vision and mission.
- Knowledge related to the supervisory functions of Internal Control Systems, Risk Management, Quality Management Systems, Internal Audit, *Good Corporate Governance*, Information Technology Systems, Accounting and Financial Reporting Policies, Human Capital Management, and Goods and Services Procurement Policies.
- Knowledge regarding competing companies, substitutes, world class companies/*benchmark*.

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Direksi Tahun 2024

Pelatihan dan/atau peningkatan kompetensi yang diikuti oleh masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

Training and/or Competency Development Attended by the Members of the Board of Commissioners in 2024

Training and/or competency development programs attended by the members of the Board of Commissioners in 2024 are as follows:

Tabel Pelatihan dan/atau Peningkatan Kompetensi Direksi Tahun 2024

Table of the Board of Directors Training and/or Competency Development in 2024

No	Nama / Name	Jabatan / Position	Pelatihan / Training	Waktu / Time	Lokasi / Location	Penyelenggara / Organizer
1	Didiek Hartantyo	Direktur Utama / President Director	<i>Business Blind Spot: Tackling Unseen Future Risks</i>	17-18 Desember 2024 / December 17-18, 2024	Bali, Indonesia	Markplus Indonesia
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
2	Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	CEO Academy	12-13 November 2024 / November 12-13, 2024	New York, Amerika Serikat / New York, The United States of America	Wharton Executive Education
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
3	Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	<i>Safety Training</i>	21-25 Oktober 2024 / October 21-25, 2024	Jepang	JR EAST
			CEO Academy	12-13 November 2024 / November 12-13, 2024	New York, Amerika Serikat / New York, The United States of America	Wharton Executive Education
			CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	31 Oktober-1 November 2024 / October 31 - November 1, 2024	Bali, Indonesia	Markplus Indonesia
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
4	Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	<i>Leading Digital Execution</i>	9-13 September / September 9-13	Lausanne, Switzerland	Lausanne, Switzerland
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
5	John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock	CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	31 Oktober-1 November 2024 / October 31 - November 1, 2024	Bali, Indonesia	Markplus Indonesia
			ESG Fundamental	17-19 September 2024 / September 17-19, 2024	Bali, Indonesia	CRMS
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
6	Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	<i>Safety Training</i>	21-25 Oktober 2024 / October 21-25, 2024	Jepang	JR EAST
			CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	31 Oktober-1 November 2024 / October 31 - November 1, 2024	Bali, Indonesia	Markplus Indonesia
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS

No	Nama / Name	Jabatan / Position	Pelatihan / Training	Waktu / Time	Lokasi / Location	Penyelenggara / Organizer
7	Rosma Handayani	Direktur SDM dan Umum / Managing Director of HC and General Affairs	Data for Decision Makers	12-13 November 2024 / November 12-13, 2024	Melbourne, Australia	Melbourne Business School
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
8	Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	• Leading Digital Execution • Qualified Risk Governance Professional (QRGP)	9-13 September 2024 / September 9-13, 2024	Lausanne, Switzerland	IMD Business School
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS
9	Salusra Wijaya	Direktur Keuangan / Managing Director of Finance	Succeeding as a Strategic CFO	6-9 September 2024 / September 6-9, 2024	Boston, US	Harvard Business School
			Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 / October 15, 2024	Online	LSP - MKS

PROGRAM PENGENALAN BAGI DIREKSI BARU TAHUN 2024

Perseroan menerapkan program pengenalan bagi anggota Direksi yang diangkat untuk pertama kali. Program pengenalan bagi anggota Direksi dilaksanakan di bawah tanggung jawab Sekretaris Perusahaan, atau pihak lain yang menjalankan fungsi sebagai Sekretaris Perusahaan.

Program pengenalan diterapkan guna memberikan pemahaman mendasar bagi anggota Direksi baru, terkait hal-hal sebagai berikut:

1. Pelaksanaan prinsip-prinsip GCG oleh BUMN.
2. Gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
3. Keterangan berkaitan dengan struktur organisasi perusahaan, aturan dasar perusahaan, dan fasilitas Direksi.
4. Kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
5. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris/Dewan Pengawas dan Direksi serta hal-hal yang tidak diperbolehkan.

Program pengenalan bagi Direktur yang baru yaitu Dadan Rudiansyah sebagai Direktur Keselamatan dan Keamanan telah dilaksanakan pada tanggal 7 Maret 2024 dan Rosma Handayani sebagai Direktur SDM dan Umum, telah dilaksanakan pada tanggal 14 Maret 2024.

INDUCTION PROGRAM FOR NEW MEMBERS OF THE BOARD OF DIRECTORS IN 2024

The Company implements an induction program for members of the Board of Directors who are appointed for the first time. The induction program for members of the Board of Directors is carried out under the responsibility of the Corporate Secretary, or other parties who function as Corporate Secretary.

The induction program is implemented to provide a basic understanding for new members of the Board of Directors, related to the following matters:

1. Implementation of GCG principles by SOE.
2. Description of SOE related to the objectives, nature, and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues.
3. Information related to the company's organizational structure, company basic rules, and facilities for the Board of Directors.
4. Delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee.
5. Information regarding the duties and responsibilities of the Board of Commissioners/ Supervisory Board and the Board of Directors and matters that are not permitted.

The induction program for the new Directors, namely Dadan Rudiansyah as Director of Safety and Security, was implemented on March 7, 2024 and Rosma Handayani as Director of HR and General Affairs, was implemented on March 14, 2024.

KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

Di sepanjang tahun 2024, Direksi telah mengeluarkan sebanyak 245 Dokumen Keputusan berupa Peraturan Perusahaan, Surat Keputusan, SOP, Surat Edaran, Instruksi, serta Maklumat, dengan perincian sebagai berikut:

Dokumen / Documents	Jumlah / Total
Peraturan Perusahaan / Company Regulations	45
Surat Keputusan / Decrees	87
SOP / SOPs	94
Surat Edaran / Circular Letters	12
Instruksi / Instructions	3
Maklumat / Announcements	4

Direksi juga telah melaksanakan tugas dan tanggung jawab sesuai tata laksana kerja di dalam Board Manual serta rencana kerja tahun 2024, dengan perincian sebagai berikut:

- Menjalankan kepentingan perusahaan sesuai dengan maksud dan tujuan sesuai Anggaran Dasar.
- Menyelenggarakan RUPS Pengesahan RKAP Tahun 2024 dan RUPS Pertanggungjawaban Keuangan Tahun Buku 2023.
- Membentuk komite di bawah Direksi dengan tugas membantu efektivitas pelaksanaan tugas Direksi.
- Menyampaikan laporan kepada Dewan Komisaris secara tepat waktu, akurat, relevan dan lengkap yaitu Laporan Triwulan, Laporan Semester dan Laporan Tahunan.
- Direksi menyampaikan informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di Anak Perusahaan/perusahaan patungan dan/atau Perseroan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat internal maupun rapat gabungan dengan Dewan Komisaris), serta gaji, fasilitas, dan/atau tunjangan lain yang diterima dari Perseroan dan Anak Perusahaan/perusahaan patungan, untuk dimuat dalam Laporan Tahunan Perseroan.

PENILAIAN TERHADAP KINERJA KOMITE DIREKSI DAN DASAR PENILAIANNYA

Di tahun 2024, Direksi melaksanakan tugas dan tanggung jawabnya dengan dibantu oleh komite-komite di bawah Direksi. Penjelasan mengenai hal tersebut beserta penilaian kinerja masing-masing komite adalah sebagai berikut:

DECISION AND IMPLEMENTATION OF THE BOARD OF DIRECTORS DUTIES

Throughout 2024, the Board of Directors issued a total of 245 Decision Documents in the form of Company Regulations, Decrees, SOPs, Circulars, Instructions and Declarations, with the following details:

The Board of Directors has fulfilled its duties and responsibilities in accordance with the procedures outlined in the Board Manual and the 2024 work plan. The details are as follows:

- Carry out the company's interests in accordance with the aims and objectives in accordance with the Articles of Association.
- Organizing a GMS Ratifying the 2024 RKAP and a GMS on Financial Accountability for the 2023 Fiscal Year.
- Forming a committee under the Board of Directors with the task of assisting the effective implementation of the Board of Directors' duties.
- Submitting reports to the Board of Commissioners in a timely, accurate, relevant and complete manner, namely Quarterly Reports, Semester Reports and Annual Reports.
- The Board of Directors conveys information regarding the identity, main jobs, position of the Board of Commissioners in Subsidiaries/joint companies and/or other Companies, including meetings held in one financial year (internal meetings or joint meetings with the Board of Commissioners), as well as salaries, facilities, and/or other benefits received from the Company and its Subsidiaries/joint companies, to be included in the Company's Annual Report.

ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS COMMITTEE AND THE BASIS FOR THE ASSESSMENT

In 2024, the Board of Directors carries out its duties and responsibilities assisted by committees under the Board of Directors. An explanation of this matter along with the performance assessment of each committee is as follows:

1. Komite Verifikasi Kinerja Pekerja

Komite ini dibentuk guna mendukung percepatan progres verifikasi kinerja pekerja dan dalam rangka mewujudkan pelaksanaan sistem manajemen kinerja pekerja.

2. Komite Keselamatan Tingkat Pusat

Komite ini dibentuk untuk mengatur mengenai Sistem Manajemen Keselamatan Perkeretaapian. Dalam melaksanakan tugasnya, Komite Keselamatan bertanggung jawab kepada Direktur Utama.

3. Komite Teknologi Informasi

Komite ini dibentuk untuk mendukung strategi bisnis dalam keseluruhan upaya pengembangan Perseroan. Diperlukan adanya kerja sama dan koordinasi seluruh bagian KAI agar pengembangan teknologi informasi dapat selaras dengan kebutuhan bisnis.

4. Komite Penyelesaian dan Tindak Lanjut Hasil Investigasi dan Hasil CO/Pemeriksaan Daerah atas Kejadian Kecelakaan KA

Komite ini dibentuk untuk menindaklanjuti hasil investigasi dan CO atas terjadinya kecelakaan kereta api, menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi/CO, menetapkan sanksi, dan menetapkan penghargaan kepada pekerja/ masyarakat yang dinilai telah ikut mencegah atau melakukan upaya sehingga kecelakaan KA dapat dihindari. Hasil kerja anggota komite ini dilaporkan kepada Direktur Utama.

5. Komite Eksekutif

Komite ini dibentuk untuk mengantisipasi perkembangan dan tuntutan perusahaan di masa depan, sehingga perlu dipersiapkan kader pimpinan yang kompeten. Komite Eksekutif bertugas untuk merumuskan, mengelola, dan melaksanakan, serta mempersiapkan kaderisasi pimpinan masa yang akan datang. Selain itu, juga membahas hal-hal strategis Perseroan.

Secara berkala, Direksi melakukan penilaian terhadap kinerja masing-masing komite secara periodik, dengan prosedur penilaian yang diterapkan melalui pelaksanaan rapat kerja. Secara mendasar, Direksi melakukan penilaian terhadap kinerja masing-masing komite berdasarkan pelaksanaan tugas selama 1 (satu) periode penilaian, yang hasilnya akan digunakan sebagai dasar pertimbangan bagi peningkatan kinerja komite di periode selanjutnya.

1. Employee Performance Verification Committee

This committee was formed to support the acceleration of progress in verifying employee performance and in order to realize the implementation of an employee performance management system.

2. Central Level Safety Committee

This committee was formed to regulate the Railway Safety Management System. In carrying out its duties, the Safety Committee is responsible to the President Director.

3. Information Technology Committee

This committee was formed to support business strategies in the overall development efforts of the Company. Cooperation and coordination of all parts of KAI are needed so that the development of information technology can be aligned with business needs.

4. Committee for Completion and Follow-up on Investigation Results and CO/Regional Inspection Results on Railway Accidents

This committee was formed to follow up on the results of investigations and COs on train accidents, determine responsible officials according to the causes written in the investigation results/COs, determine sanctions, and determine awards for employees/communities who are considered to have participated in preventing or making efforts so that train accidents can be avoided. The results of the work of the members of this committee are reported to the President Director.

5. Executive Committee

This committee was formed to anticipate the development and demands of the company in the future, so it is necessary to prepare competent leadership cadres. The Executive Committee is tasked with formulating, managing, and implementing, as well as preparing future leadership cadres. In addition, it also discusses strategic matters of the Company.

The Board of Directors conducts periodic assessments of each committee's performance through regularly scheduled work meetings. This evaluation is based on the committees' completion of tasks during a designated assessment period. The results of these evaluations serve as a foundation for considering improvements in the committees' performance for future periods.

Direksi menilai bahwa, di tahun 2024 masing-masing komite telah melaksanakan tugas dan tanggung jawab secara baik. Melalui pelaksanaan tugas dan tanggung jawab tersebut, Direksi menilai, masing-masing komite telah secara efektif memberi dukungan bagi pelaksanaan tugas dan tanggung jawab Direksi.

Dewan Komisaris

Board of Commissioners

Dewan Komisaris merupakan organ di dalam struktur tata kelola yang bertugas dan bertanggung jawab dalam melakukan pengawasan terhadap kebijakan dan pelaksanaan pengurusan secara umum, baik terkait tata kelola maupun bisnis Perseroan, yang dilakukan oleh Direksi. Melalui tugas pengawasan tersebut, Dewan Komisaris juga bertugas untuk memberikan nasihat kepada Direksi. Fungsi pengawasan dan pemberian nasihat yang dilaksanakan oleh Dewan Komisaris mencakup penyusunan dan pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), sesuai Anggaran Dasar, keputusan pemegang saham melalui RUPS, serta peraturan perundang-undangan dan pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), sesuai Anggaran Dasar, keputusan pemegang saham melalui RUPS, serta peraturan perundang-undangan.

TUGAS, TANGGUNG JAWAB, DAN KEWAJIBAN DEWAN KOMISARIS

Berdasarkan peraturan perundang-undangan, Anggaran Dasar, dan Board Manual, Dewan Komisaris memiliki tugas, tanggung jawab, dan kewajiban sebagai berikut:

Tugas Dewan Komisaris

1. Melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi; dan
2. Memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan serta ketentuan Anggaran Dasar dan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perusahaan.

In 2024, the Board of Directors determined that each committee has successfully fulfilled its duties and responsibilities. Through these efforts, the Board recognizes that each committee has effectively supported the Board of Directors in carrying out its own duties and responsibilities.

The Board of Commissioners is an organ within the governance structure that is tasked and responsible for supervising policies and general management implementation, both related to governance and the Company's business, carried out by the Board of Directors. Through its supervisory duties, the Board of Commissioners is also tasked with providing advice to the Board of Directors. The supervisory and advisory functions carried out by the Board of Commissioners include the preparation and implementation of the Company's Long Term Plan (RJPP), Company Work Plan and Budget (RKAP), in accordance with the Articles of Association, shareholder decisions through the GMS, as well as statutory regulations and implementation of the Long Term Plan. Company (RJPP), Company Work Plan and Budget (RKAP), in accordance with the Articles of Association, shareholder decisions through the GMS, as well as statutory regulations.

DUTIES, RESPONSIBILITIES, AND OBLIGATIONS OF THE BOARD OF COMMISSIONERS

According to applicable laws and regulations, the Articles of Association, and the Board Manual, the Board of Commissioners has the following duties, responsibilities, and obligations:

Duties of the Board of Commissioners

1. Supervise the management policies and the overall management activities conducted by the Board of Directors concerning the Company and its business operations.
2. Provide advice to the Board of Directors, including overseeing the implementation of the Company's Long-Term Plan, Work Plan, and Budget, while ensuring compliance with the Articles of Association, decisions made at the General Meeting of Shareholders, and relevant laws and regulations, all for the benefit of the Company and in line with its intended purpose.

Tanggung Jawab Dewan Komisaris

1. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya;
2. Bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya. Dalam hal Dewan Komisaris terdiri dari 2 (dua) anggota atau lebih maka tanggung jawab secara renteng bagi setiap anggota Dewan Komisaris;
3. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian sebagaimana dimaksud pada angka 2 (dua) apabila dapat membuktikan:
 - a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
 - b. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian;
 - c. Telah memberikan nasihat kepada Direksi untuk mencegah timbulnya atau berlanjutnya kerugian tersebut.

Kewajiban Dewan Komisaris

Dewan Komisaris memiliki kewajiban sebagai berikut:

1. Kewajiban terhadap Pemegang Saham dan RUPS
 - a. Menyusun program kerja tahunan dan memasukkannya ke dalam Rencana Kerja dan Anggaran Tahunan;
 - b. Memberikan laporan tentang tugas pengawasan yang telah dilakukan setelah tahun buku yang baru lampau kepada Rapat Umum Pemegang Saham;
 - c. Mengajukan usulan indikator pencapaian kinerja Dewan Komisaris individu dan kumulatif untuk ditetapkan oleh (RUPS);
 - d. Menyampaikan laporan triwulanan perkembangan realisasi indikator pencapaian kinerja kepada Pemegang Saham;
 - e. Mengusulkan akuntan publik kepada RUPS;
 - f. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan serta saran-saran yang telah disampaikan kepada Direksi untuk memperbaiki permasalahan yang terjadi;
 - g. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan, apabila diminta;
 - h. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat, dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepentingan Perseroan;

Responsibilities of the Board of Commissioners

1. Each member of the Board of Commissioners holds personal liability for any losses incurred by the Company if they are found to have acted negligently or wrongdoing in fulfilling their duties;
2. Be personally responsible for the Company's losses if the person concerned is guilty or negligent in carrying out their duties. In the event that the Board of Commissioners consists of 2 (two) or more members, each member of the Board of Commissioners is jointly responsible
3. Members of the Board of Commissioners cannot be held responsible for the losses outlined in item 2 (two) if they can demonstrate that they:
 - a. Supervised with good faith and diligence in the interest of the Company and aligned with its intended purpose;
 - b. Had no personal interest, either directly or indirectly, in the actions of the Board of Directors that led to the losses;
 - c. Offered advice to the Board of Directors to avert or mitigate such losses.

Obligations of the Board of Commissioners

The Board of Commissioners has the following obligations:

1. Obligations to Shareholders and the GMS
 - a. Prepare an annual work program and include it in the Annual Work Plan and Budget;
 - b. Provide a report on the supervisory duties carried out during the previous financial year to the GMS;
 - c. Submit proposals for individual and cumulative performance achievement indicators for the Board of Commissioners to be determined by the GMS;
 - d. Submit quarterly reports on the progress of achieving the performance indicators to shareholders;
 - e. Propose a public accountant to the GMS;
 - f. Report immediately to the GMS if there are signs of declining company performance, including suggestions submitted to the Board of Directors to address the issues;
 - g. Provide explanations, opinions, and suggestions to the GMS regarding the annual report, if requested;
 - h. Monitor the Company's activities and provide opinions and suggestions to the GMS on any matters deemed important for the company's interests;

i. Memberikan pendapat dan saran kepada RUPS mengenai Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) mengenai alasan Dewan Komisaris menandatangani RJP dan RKAP; j. Menandatangani laporan manajemen dan laporan tahunan. Dalam hal terdapat anggota Dewan Komisaris tidak bersedia menandatangani laporan tahunan, maka harus disebutkan alasannya secara tertulis. 2. Kewajiban terhadap Para Pemangku Kepentingan a. Membuat mekanisme menghimpun masukan dan keluhan para pemangku kepentingan; b. Membuat mekanisme pembahasan masukan dan keluhan para pemangku kepentingan; c. Membuat mekanisme komunikasi kepada Direksi terkait masukan dan keluhan para pemangku kepentingan. 3. Kewajiban terkait Pencalonan Anggota Direksi (Nominasi) dan Remunerasi a. Mengusulkan calon anggota Direksi Perseroan kepada Pemegang Saham; b. Melakukan penelaahan dan pengawasan untuk memastikan bahwa Perseroan telah memiliki strategi dan kebijakan nominasi yang meliputi proses analisis organisasi, prosedur dan kriteria rekrutmen, seleksi dan promosi; c. Melakukan kajian atas sistem remunerasi yang sesuai bagi anggota Dewan Komisaris dan Direksi dan mengajukan kepada RUPS; d. Memastikan bahwa Perseroan memiliki sistem remunerasi yang transparan berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap dan insentif yang bersifat variabel; e. Menyusun kebijakan mengenai pengajuan usulan remunerasi Direksi kepada RUPS; f. Menelaah usulan remunerasi Direksi bersama dengan komite terkait; g. Mengusulkan insentif kinerja/tantiem, mempertimbangkan penilaian kinerja Direksi; dan h. Menyampaikan usulan remunerasi (gaji, tunjangan, dan fasilitas serta tantiem/insentif kinerja) Direksi kepada RUPS.	i. Offer opinions and suggestions to the GMS regarding the Company's Long-Term Plan (RJPP) and the Company's Work and Budget Plan (RKAP), including reasons for the Board of Commissioners' endorsement of the RJPP and RKAP; j. Sign the management report and the annual report. If a member of the Board of Commissioners is unwilling to sign the annual report, they must provide a written explanation. 2. Obligations to Stakeholders a. Establish a mechanism for collecting input and complaints from stakeholders. b. Create a system for discussing input and complaints from stakeholders. c. Develop a communication channel to inform the Board of Directors about stakeholder input and complaints. 3. Obligations Related to the Nomination of Members of the Board of Directors and Remuneration a. Propose candidates for the Company's Board of Directors to shareholders; b. Conduct a review and supervision to ensure the Company has a nomination strategy and policy that includes organizational analysis processes as well as recruitment, selection, and promotion criteria; c. Review the remuneration system for members of the Board of Commissioners and the Board of Directors, and submit it to the GMS; d. Ensure the Company has a transparent remuneration system, including fixed and variable incentives, as well as salary or honorarium and allowances; e. Prepare policies for submitting proposals on the remuneration of the Board of Directors to the GMS; f. Review remuneration proposals for the Board of Directors in collaboration with the relevant committees; g. Propose performance incentives or bonuses based on the performance assessment of the Board of Directors; h. Submit proposals for the remuneration (salary, allowances, facilities, and bonuses/performance incentives) of the Board of Directors to the GMS.

4. Kewajiban Penilaian Kerja

- a. RUPS menetapkan indikator pencapaian kinerja (*Key Performance Indicator*) Dewan Komisaris berdasarkan usulan Dewan Komisaris.
- b. Indikator pencapaian kinerja merupakan ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab, pengawasan serta pemberian nasihat oleh Dewan Komisaris sesuai dengan peraturan perundang-undangan dan/ atau anggaran dasar memuat sekurang-kurangnya:
 - i. Tingkat kehadirannya dalam rapat internal, rapat gabungan Dewan Komisaris dan Direksi, maupun Rapat dengan komite-komite yang ada;
 - ii. Kehadiran dalam proses pengawasan Perseroan;
 - iii. Keterlibatan dalam tugas tertentu;
 - iv. Arahan-arahan terhadap Perseroan; dan
 - v. Ketaatan terhadap peraturan perundang-undangan yang berlaku, anggaran dasar, ketentuan RUPS, serta kebijakan Perseroan.
- c. Melaksanakan *self-assessment*, evaluasi kinerja Dewan Komisaris, masing-masing anggota, dan komite yang diatur lebih lanjut Keputusan dengan Dewan Komisaris.
- d. Dewan Komisaris wajib menyampaikan laporan triwulanan perkembangan realisasi Indikator Pencapaian Kinerja kepada para Pemegang Saham/ Menteri.
- e. Dalam melakukan penilaian terhadap kinerja Direksi, Dewan Komisaris:
 - i. Menyusun kebijakan mengenai penilaian kinerja Direksi dan pelaporannya kepada Pemegang Saham;
 - ii. Menelaah kriteria, target dan indikator kriteria utama yang tercakup dalam kontrak manajemen Direksi/rencana kerja dan anggaran Perseroan baik secara individu maupun kolegal dan menyampaikannya kepada Pemegang Saham.

5. Kewajiban Pengawasan Sistem Pengendalian Internal

- a. Membuat mekanisme pengawasan kebijakan Sistem Pengendalian Internal;
- b. Memastikan efektivitas Sistem Pengendalian Internal;
- c. Memastikan efektivitas Auditor Internal dan Eksternal dengan menilai kompetensi, independensi serta ruang lingkup Auditor Internal dan Eksternal;

4. Work Assessment Obligations

- a. The GMS determines the performance achievement indicators (*Key Performance Indicators*) for the Board of Commissioners based on their proposals.
- b. Performance achievement indicators measure the success of the Board of Commissioners' duty implementation, supervision, and advisory roles, in compliance with laws and regulations and/or company articles of association. These indicators include at least:
 - i. Attendance at internal meetings, joint meetings of the Board of Commissioners and the Board of Directors, and committee meetings;
 - ii. Participation in the Company's supervision process;
 - iii. Involvement in specific tasks;
 - iv. Providing directives to the Company; and
 - v. Compliance with applicable laws and regulations, articles of association, GMS provisions, and company policies.
- c. Conduct a self-assessment and performance evaluation of the Board of Commissioners, individual members, and committees, as further regulated by the Board of Commissioners' decisions.
- d. The Board of Commissioners must submit quarterly reports on the progress of the performance achievement indicators to shareholders.
- e. In assessing the performance of the Board of Directors, the Board of Commissioners:
 - i. Prepares policies for assessing the performance of the Board of Directors and reporting these assessments to shareholders;
 - ii. Reviews the criteria, targets, and key indicators outlined in the Board of Directors' management contract and work plan and budget, both individually and collectively, and submits them to shareholders.

5. Obligations to Oversee the Internal Control System

- a. Develop a comprehensive mechanism for monitoring the Internal Control System policies;
- b. Ensure the Internal Control System operates effectively and efficiently;
- c. Evaluate the performance of both Internal and External Auditors, assessing their competence, independence, and the scope of their work;

d. Memastikan Auditor Internal, Eksternal, dan Komite Audit memiliki akses terhadap informasi mengenai Perseroan yang diperlukan untuk melaksanakan tugasnya; e. Membuat program pengawasan Sistem Pengendalian Internal dan memasukkannya ke dalam RKA Perseroan; dan f. Memberikan arahan-arahan terkait perbaikan Kebijakan Sistem Pengendalian Internal.	d. Facilitate access to necessary information for Internal and External Auditors, as well as the Audit Committee, to perform their responsibilities effectively; e. Establish a supervisory program for the Internal Control System and incorporate it into the Company's Work Plan and Budget (RKA); and f. Provide guidance on enhancements to the Internal Control System policies.
6. Kewajiban Pengawasan Sistem Manajemen Mutu dan Pelayanan a. Membuat mekanisme pengawasan kebijakan Sistem Manajemen Mutu dan Pelayanan; b. Membuat program pengawasan Sistem Manajemen Mutu dan Pelayanan serta memasukkannya ke dalam RKAP/<i>Enterprise Risk Management</i> (ERM); dan c. Memberikan arahan-arahan terkait perbaikan Kebijakan Sistem Manajemen Mutu dan Pelayanan.	6. Obligations to Oversee the Quality and Service Management System a. Establish a framework for supervising the Quality and Service Management System policies; b. Create a supervisory program for the Quality and Service Management System and include it in the Work Plan and Budget (RKAP) or the Enterprise Risk Management (ERM) framework; and c. Offer guidance for improvements in the Quality and Service Management System policies.
7. Kewajiban pengawasan Pengelolaan Manajemen Risiko Perseroan/<i>Enterprise Risk Management</i> (ERM) a. Membuat mekanisme pengawasan kebijakan Manajemen Risiko Perseroan; b. Membuat program pengawasan Manajemen Risiko Perseroan serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan.	7. Obligations to Oversee the Company's Risk Management/<i>Enterprise Risk Management</i> (ERM) a. Develop a monitoring framework for the Company's Risk Management policies; b. Create a monitoring program for the Company's Risk Management and integrate it into the Work Plan and Budget (RKAP); and c. Provide guidance on areas for enhancement in risk management practices.
8. Kewajiban pengawasan Keterbukaan dan Kerahasiaan Informasi Perseroan a. Membuat mekanisme pengawasan kebijakan Keterbukaan dan Kerahasiaan Informasi Perseroan; b. Memastikan informasi tidak terbatas laporan keuangan dan laporan tahunan yang disampaikan perseroan kepada <i>shareholders</i> maupun <i>stakeholders</i> Perseroan dilakukan secara tepat waktu, lengkap, dan akurat; c. Memastikan data yang disampaikan ke publik sesuai peraturan perundangan yang berlaku; d. Membuat program pengawasan Keterbukaan dan Kerahasiaan Informasi Perseroan serta memasukkannya ke dalam RKAP; e. Memberikan arahan-arahan terkait perbaikan Kebijakan Keterbukaan dan Kerahasiaan Informasi Perseroan.	8. Obligations to Oversee Information Disclosure and Confidentiality a. Establish a mechanism for monitoring the Company's Information Disclosure and Confidentiality policies; b. Ensure timely, complete, and accurate disclosure of information, including financial reports and annual reports to stakeholders; c. Verify that public data submission complies with applicable laws and regulations; d. Create a monitoring program for Information Disclosure and Confidentiality, integrating it into the Work Plan and Budget (RKAP); e. Offer recommendations for improving Information Disclosure and Confidentiality policies.

9. Kewajiban pengawasan Sistem Teknologi Informasi a. Membuat mekanisme pengawasan kebijakan Sistem Teknologi Informasi; b. Membuat program pengawasan Sistem Teknologi Informasi serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan Sistem Teknologi Informasi.	9. Obligations to Oversee the Information Technology System a. Develop a monitoring framework for the Information Technology System policies; b. Establish a monitoring program for the Information Technology System and incorporate it into the Work Plan and Budget (RKAP); c. Provide guidance for improvements within the Information Technology System.
10. Kewajiban pengawasan pengelolaan sumber daya manusia a. Membuat mekanisme pengawasan kebijakan pengelolaan sumber daya manusia; b. Membuat program pengawasan pengelolaan sumber daya manusia serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan pengelolaan sumber daya manusia.	10. Obligations to Oversee Human Resource Management a. Implement a mechanism for supervising human resource management policies. b. Create a supervisory program for human resource management and integrate it into the Work Plan and Budget (RKAP). c. Offer recommendations for improvements in human resource management practices.
11. Kewajiban pengawasan Kebijakan Akuntansi dan Pelaporan Keuangan a. Membuat mekanisme pengawasan kebijakan akuntansi dan pelaporan keuangan; b. Membuat program pengawasan kebijakan akuntansi dan pelaporan keuangan serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan kebijakan akuntansi dan pelaporan keuangan.	11. Obligations to Oversee Accounting and Financial Reporting Policies a. Establish a framework for supervising accounting and financial reporting policies; b. Develop a program for monitoring accounting and financial reporting policies and include it in the Work Plan and Budget (RKAP); c. Provide guidance for enhancing accounting and financial reporting policies.
12. Kewajiban pengawasan sistem kesehatan, keselamatan, keamanan dan lingkungan a. Membuat mekanisme pengawasan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan; b. Membuat program pengawasan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan.	12. Obligations to Oversee Health, Safety, Security, and Environmental Systems a. Create a mechanism for supervising policies related to health, safety, security, and the environment; b. Develop a monitoring program for health, safety, security, and environmental policies and include it in the Work Plan and Budget (RKAP); and c. Offer guidance on improvements in health, safety, security, and environmental policies.
13. Kewajiban pengawasan praktik-praktik Tata Kelola Perusahaan a. Membuat mekanisme pengawasan kebijakan tata kelola Perusahaan; b. Membuat program pengawasan kebijakan tata kelola Perusahaan serta memasukkannya ke dalam RKAP; c. Memberikan arahan-arahan terkait perbaikan kebijakan tata kelola Perusahaan; dan	13. Obligations to Oversee Corporate Governance Practices a. Implement a mechanism for supervising corporate governance policies; b. Create a program for monitoring corporate governance policies and ensure it is included in the Work Plan and Budget (RKAP); c. Provide directions for improvements in corporate governance policies; and

d. Melaporkan harta kekayaannya kepada Komisi Pemberantasan Korupsi secara berkala sesuai ketentuan yang berlaku.	d. Regularly report assets to the Corruption Eradication Commission in accordance with applicable regulations.
14. Kewajiban pengawasan mengenai perubahan Lingkungan Bisnis a. Membuat mekanisme pengawasan perubahan lingkungan bisnis; b. Membuat program pengawasan perubahan lingkungan bisnis serta memasukkannya ke dalam RKAP; dan c. Memberikan arahan-arahan terkait perbaikan kebijakan terkait perubahan bisnis Perseroan.	14. Obligations to Monitor Changes in the Business Environment a. Establish a mechanism for tracking changes in the business environment. b. Create a program for monitoring these changes, to be included in the Work Plan and Budget (RKAP). c. Provide guidance on policy improvements in response to changes in the Company's business landscape.
15. Kewajiban evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris a. Membuat kebijakan mekanisme evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris; b. Menelaah kriteria, target, dan indikator kinerja utama yang tercakup dalam kontrak manajemen Direksi/ rencana kerja/anggaran dasar baik individu maupun kolegal dan menyampaikannya kepada Pemegang Saham. c. Membuat program evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris; dan d. Memberikan arahan-arahan terkait hasil evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris.	15. Obligations to Evaluate the Performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners a. Develop a policy outlining the evaluation mechanism for the performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners; b. Review criteria, targets, and key performance indicators specified in the Board of Directors' management contract/work plan/statutes and present them to shareholders; c. Create a program for assessing the performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners; d. Provide recommendations based on the outcomes of these performance evaluations.
16. Kewajiban terkait Etika Berusaha dan Anti Korupsi a. Mendorong terciptanya perilaku etis dan menjadikan dirinya sebagai teladan yang baik bagi Direksi dan Pekerja Perseroan; b. Bersikap dan bertindak berdasarkan unsur objektivitas, profesional, dan independen demi kepentingan perseroan yang seimbang dengan kepentingan Stakeholders; c. Mengedepankan prinsip-prinsip GCG dalam berhubungan dengan mitra, kreditur/investor, pejabat/pekerja pemerintah, pelanggan; d. Mematuhi pedoman peraturan perundangan dan peraturan Perseroan yang berlaku; e. Menghindari praktik korupsi, kolusi, dan nepotisme; f. Memberikan arahan-arahan terkait praktik-praktik etika bisnis dan anti korupsi di Perseroan.	16. Obligations Related to Business Ethics and Anti-Corruption a. Promote ethical behavior and serve as a positive role model for the Company's Directors and Employees; b. Act with objectivity, professionalism, and independence, balancing the interests of the Company with those of its Stakeholders; c. Prioritize Good Corporate Governance (GCG) principles in interactions with partners, creditors/investors, government officials/employees, and customers; d. Comply with applicable laws, regulations, and the Company's internal policies; e. Avoid corrupt practices, collusion, and nepotism; f. Provide guidance on business ethics and anti-corruption practices within the Company.

17. Kewajiban terkait pengadaan barang dan jasa

- a. Membuat kebijakan dan rencana mengenai pengawasan serta pemberian nasihat terhadap kebijakan pengadaan barang dan jasa beserta pelaksanaannya;
- b. Melakukan pembahasan terhadap kebijakan pengadaan dan pelaksanaannya; dan
- c. Menyampaikan arahan kepada Direksi tentang kebijakan pengadaan dan pelaksanaannya.

18. Kewajiban terkait tindakan terhadap potensi benturan kepentingan

- a. Membuat kebijakan mengenai potensi benturan kepentingan yang dapat mengganggu pelaksanaan tugas Dewan Komisaris;
- b. Menandatangani pernyataan tidak memiliki benturan kepentingan dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap Dewan Komisaris dan menyampaikannya kepada RUPS; dan
- c. Melaporkan kepada Perseroan melalui Sekretaris Perusahaan untuk dicatat dalam Daftar Khusus mengenai kepemilikan saham Dewan Komisaris dan/atau keluarganya pada perusahaan dan perusahaan lain.

17. Obligations Related to the Procurement of Goods and Services

- a. Develop policies and plans for supervising and advising on procurement policies for goods and services and their implementation;
- b. Discuss procurement policies and how they are carried out;
- c. Provide guidance to the Board of Directors on procurement policies and their implementation.

18. Obligations to Address Potential Conflicts of Interest

- a. Create policies to manage potential conflicts of interest that may interfere with the duties of the Board of Commissioners;
- b. Sign a statement affirming the absence of conflict of interest and document any potential conflicts in writing. This statement must be submitted to the General Meeting of Shareholders (GMS);
- c. Report to the Company through the Corporate Secretary, ensuring the ownership of shares by the Board of Commissioners and/or their families in the Company and other companies is recorded in a Special Register.

PEMBAGIAN TUGAS DEWAN KOMISARIS

KAI telah menerapkan pembidangan tugas bagi masing-masing Dewan Komisaris. Pembidangan tugas Dewan Komisaris diatur dalam *Board Manual* dan secara berkala disesuaikan dengan perkembangan kondisi Perseroan dan pengembangan struktur organisasi sesuai arah kebijakan Perseroan. Pembagian tugas masing-masing Dewan Komisaris di tahun 2024 adalah sebagai berikut:

DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS

KAI has established a division of duties for each member of the Board of Commissioners. This division is set out in the Board Manual and is periodically updated to reflect changes in the Company's conditions and its organizational structure, in accordance with the Company's policies. The division of duties for each Board of Commissioner in 2024 is as follows:

Nama / Name	Jabatan / Position	Pembagian Tugas / Division of Duties
Said Aqil Siroj	Komisaris Utama / President Commissioner	a. Mengkoordinir segala upaya, kegiatan dan pekerjaan terkait tugas-tugas yang dilaksanakan oleh Dewan Komisaris PT Kereta Api Indonesia (Persero), termasuk atas tugas tertentu dalam rangka pengawasan dan penasihatan yang belum tercakup dalam pembagian tugas khusus penetapan ini. / Coordinating all efforts, activities, and tasks related to the Board of Commissioners of PT Kereta Api Indonesia (Persero), including specific supervisory and advisory duties that are not categorized under the special tasks outlined in this determination. b. Bertindak untuk dan atas nama Dewan Komisaris PT Kereta Api Indonesia (Persero) dalam penyampaian secara tertulis hasil segala upaya, kegiatan dan pekerjaan pengawasan serta penasihatan tersebut atas kebijakan pengurusan, jalannya pengurusan baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi PT Kereta Api Indonesia (Persero). / Acting on behalf of the Board of Commissioners of PT Kereta Api Indonesia (Persero) by submitting written reports on the outcomes of all supervisory and advisory efforts regarding management policies and the overall management of the company and its business, as conducted by the Board of Directors of PT Kereta Api Indonesia (Persero). c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan ketentuan peraturan perundangan, peraturan perseroan, Anggaran Dasar dan/atau Keputusan RUPS. / Carrying out additional activities and efforts that benefit PT Kereta Api Indonesia (Persero), provided they do not conflict with applicable laws and regulations, company policies, the Articles of Association, or GMS Resolutions.

Nama / Name	Jabatan / Position	Pembagian Tugas / Division of Duties
Rochadi	Komisaris Independen / Independent Commissioner	Melaksanakan tugas pada aspek keselamatan, keamanan, ketertiban dan operasional perkeretaapian PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Responsible for ensuring the safety, security, order, and efficiency of PT Kereta Api Indonesia (Persero) railways, including: - Melaksanakan identifikasi, <i>assessment</i> dan <i>monitoring</i> terkait perencanaan, pengorganisasian, pelaksanaan, pengendalian sampai dengan pelaporan serta yang berhubungan dengan potensi gangguan yang dapat menimbulkan terganggunya keselamatan, ketertiban, ketepatan waktu, pelayanan dan kenyamanan operasional perkeretaapian dan terjadinya gangguan nyata pada operasional perkeretaapian. / Conducting identification, assessment, and monitoring in all phases of planning, organization, implementation, control, and reporting. This involves addressing potential disturbances that could disrupt safety, order, punctuality, service quality, and comfort in railway operations, as well as managing actual disturbances that may arise. - Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek keselamatan, keamanan, ketertiban dan operasional PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Implementing initiatives, activities, and other tasks related to the safety, security, order, and operational aspects of PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws, regulations, the Articles of Association, and GMS Resolutions. - Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sector coordination and establishing inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero). - Selaku Anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and outcomes to the President Commissioner of the Board.
Riza Primadi*	Komisaris Independen / Independent Commissioner	Melaksanakan tugas khusus pada aspek sarana dan prasarana serta fasilitas pendukungnya PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks in the aspects of facilities and infrastructure and supporting facilities of PT Kereta Api Indonesia (Persero), including: - Melaksanakan, identifikasi, <i>assessment</i> dan <i>monitoring</i> aspek pengadaan, penggunaan, perawatan serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero), termasuk penerapan standarisasi kelayakannya. / Identifying, assessing, monitoring, and executing tasks related to the procurement, use, and maintenance of facilities and supporting infrastructure owned by PT Kereta Api Indonesia (Persero). This includes ensuring that all assets meet established eligibility standards. - Melakukan pengawasan atas kesehatan sarana, prasarana serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero). / Overseeing the health and safety of the facilities, infrastructure, and supporting resources owned by PT Kereta Api Indonesia (Persero). - Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek sarana, prasarana dan fasilitas pendukung perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Implementing initiatives and activities concerning the facilities, infrastructure, and supporting elements of the railway that benefit PT Kereta Api Indonesia (Persero), provided these do not conflict with laws, regulations, company policies, the Articles of Association, or GMS resolutions. - Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Coordinating across different sectors and fostering inter-institutional relationships to benefit PT Kereta Api Indonesia (Persero). - Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting to the President Commissioner on all efforts, work, and activities.
Endang Tirtana	Komisaris Independen / Independent Commissioner	Melaksanakan tugas khusus pada aspek regulasi korporasi, Tata Kelola Perseroan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspect of corporate regulation, Good Corporate Governance (GCG) at PT Kereta Api Indonesia (Persero), including: - Melakukan identifikasi, <i>assessment</i> dan <i>monitoring</i> atas penerapan dan kepatuhan terhadap ketentuan peraturan perundangan dan ketentuan peraturan lainnya dalam operasional PT Kereta Api Indonesia (Persero), pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero). / Identifying, assessing, and monitoring compliance with applicable laws, regulations, and internal policies relevant to the operations of PT Kereta Api Indonesia (Persero), as well as overseeing the implementation of Good Corporate Governance (GCG). - Melakukan pengawasan dan penasihat atas penerapan segala ketentuan peraturan perundangan dan ketentuan peraturan lainnya dalam operasional PT Kereta Api Indonesia (Persero), pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero). / Supervising and providing guidance on the application of all legal and regulatory provisions in the operations of PT Kereta Api Indonesia (Persero) and the implementation of Good Corporate Governance (GCG) practices. - Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek regulasi korporasi, pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan peraturan perundangan, peraturan perseroan, anggaran dasar dan/atau keputusan RUPS. / Engaging in initiatives, activities, and tasks related to corporate regulation and the implementation of Good Corporate Governance (GCG) that benefit PT Kereta Api Indonesia (Persero), provided that these do not conflict with laws, regulations, company policies, the articles of association, or GMS Resolution. - Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and building inter-institutional relationships to support the objectives of PT Kereta Api Indonesia (Persero). - Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / Reporting to the President Commissioner of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on all efforts, work, and activities undertaken as a member of the Board of Commissioners.

Nama / Name	Jabatan / Position	Pembagian Tugas / Division of Duties
Mohamad Risal Wasal	Komisaris / Commissioner	Melaksanakan tugas khusus pada aspek manajemen risiko, PT KAI (Persero), antara lain sebagai berikut: / Carrying out special tasks on the risk management aspect of PT KAI (Persero), including: a. Melakukan pengawasan dan penasihat atas aspek manajemen risiko PT Kereta Api Indonesia (Persero) mulai tahap perencanaan, pengorganisasian, pelaksanaan sampai tahap pengendalian. / Supervising and advising on all aspects of risk management at PT Kereta Api Indonesia (Persero), from planning and organizing to implementation and control. b. Melakukan pengawasan dan penasihat atas penerapan dan pembangunan sistem manajemen risiko yang baik pada PT Kereta Api Indonesia (Persero). / Overseeing and providing guidance on the development and implementation of an effective risk management system at PT Kereta Api Indonesia (Persero). c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek manajemen risiko untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan peraturan perundangan, peraturan perseroan, anggaran dasar dan/atau keputusan RUPS. / Undertaking initiatives, activities, and other tasks related to risk management for the benefit of PT Kereta Api Indonesia (Persero), provided that they comply with laws, regulations, company policies, the articles of association, and general meeting of shareholders (GMS) decisions. d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sector coordination and fostering inter-institutional relationships for the benefit of PT Kereta Api Indonesia (Persero). e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners at PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and undertakings to the President Commissioner of the Board of Commissioners.
Sri Paduka Mangoenagoro X	Komisaris / Commissioner	Melaksanakan tugas khusus pada aspek keuangan dan anggaran PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the financial and budget aspects of PT Kereta Api Indonesia (Persero), including the following: a. Melaksanakan evaluasi kinerja keuangan periodik, serta penyusunan program kerja dan anggaran tahunan perusahaan. / Conducting periodic evaluations of financial performance and preparing the company's annual work program and budget. b. Melakukan pendampingan pelaksanaan audit terhadap PT Kereta Api Indonesia (Persero) yang dilakukan oleh auditor eksternal. / Assisting in the implementation of audits performed by external auditors on PT Kereta Api Indonesia (Persero). c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek keuangan dan anggaran untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Undertaking various efforts and activities related to financial and budget matters that benefit PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws and regulations, company policies, Articles of Association, and GMS Resolutions. d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and inter-institutional relations to support PT Kereta Api Indonesia (Persero). e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and work to the President Commissioner of the Board.
Diah Natalisa	Komisaris / Commissioner	Melaksanakan tugas khusus pada aspek perencanaan/pengembangan Sumber Daya Manusia dan organisasi PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspect of planning/development of Human Resources and organization of PT Kereta Api Indonesia (Persero), including the following: a. Melaksanakan identifikasi, <i>assessment</i> dan <i>monitoring</i> terkait perencanaan, pengorganisasian, dan pengembangan sumber daya manusia dan organisasi PT Kereta Api Indonesia (Persero). / Identifying, assessing, and monitoring aspects related to the planning, organization, and development of Human Resources and the organization of PT Kereta Api Indonesia (Persero). b. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek perencanaan dan pengembangan Sumber Daya Manusia dan organisasi PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Implementing initiatives, activities, and other tasks related to the planning and development of Human Capital and the organization of PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws, regulations, the Articles of Association, and GMS Resolutions. c. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and inter-institutional relations to benefit PT Kereta Api Indonesia (Persero). d. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and work to the President Commissioner of the Board of Commissioners.
Chairul Anwar	Komisaris / Commissioner	Melaksanakan tugas khusus pada aspek hukum, antara lain sebagai berikut: / Carrying out special tasks on legal aspects, including the following: a. Melakukan identifikasi, <i>assesment</i> dan <i>monitoring</i> segala upaya, pekerjaan dan kegiatan pembinaan dan pemberdayaan hukum serta perundang-undangan yang berlaku dalam pengelolaan PT Kereta Api Indonesia (Persero) dan implikasinya. / Identifying, assessing, and monitoring all efforts, work, and activities aimed at fostering and enhancing the laws and regulations applicable to the management of PT Kereta Api Indonesia (Persero) and understanding their implications. b. Memberikan penasihat dan pendampingan dalam penanganan dan penyelesaian kasus-kasus hukum yang dapat menimbulkan kerugian bagi PT Kereta Api Indonesia (Persero). / Providing advice and assistance in managing and resolving legal cases that may pose financial risks to PT Kereta Api Indonesia (Persero). c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek hukum PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Conducting activities and other work related to the legal aspects of PT Kereta Api Indonesia (Persero), ensuring that these do not conflict with applicable laws and regulations, the Articles of Association, or GMS Resolutions. d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Coordinating across sectors and maintaining inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero). e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), providing reports to the President Commissioner regarding all efforts, work, and activities.

Nama / Name	Jabatan / Position	Pembagian Tugas / Division of Duties
Johan Sirait	Komisaris Independent / Independent Commissioner	Melaksanakan tugas khusus pada aspek pemberdayaan aset PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspect of asset empowerment of PT Kereta Api Indonesia (Persero), including the following: - Melaksanakan, identifikasi, <i>assesment</i> dan <i>monitoring</i> pada aspek pemberdayaan aset milik PT Kereta Api Indonesia (Persero). / Conducting identification, assessment, monitoring, and execution of strategies concerning the asset empowerment of PT Kereta Api Indonesia (Persero). - Melakukan pengawasan atas kesehatan aset milik PT Kereta Api Indonesia (Persero). / Overseeing the condition and health of the PT Kereta Api Indonesia (Persero). - Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek pemberdayaan aset perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Implementing initiatives and activities for the enhancement of railway assets that align with PT Kereta Api Indonesia (Persero)'s goals while adhering to applicable laws, company policies, the Articles of Association, and GMS Resolutions. - Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating coordination across sectors and fostering inter-institutional relationships for the benefit of PT Kereta Api Indonesia (Persero). - Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / Serving as a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero) and providing comprehensive reports to the President Commissioner regarding all efforts, activities, and initiatives undertaken.
Elen Setiadi**	Komisaris / Commissioner	Melaksanakan tugas khusus pada aspek sarana dan prasarana serta fasilitas pendukungnya PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspects of facilities and infrastructure and supporting facilities of PT Kereta Api Indonesia (Persero), including the following: - Melaksanakan, identifikasi, <i>assessment</i> dan <i>monitoring</i> aspek pengadaan, penggunaan, perawatan serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero), termasuk penerapan standarisasi kelayakannya. / Carrying out, identifying, assessing and monitoring aspects of procurement, use, maintenance and supporting facilities owned by PT Kereta Api Indonesia (Persero), including the implementation of standardization of their eligibility. - Melakukan pengawasan atas kesehatan sarana, prasarana serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero). / Carrying out supervision of the health of facilities, infrastructure and supporting facilities owned by PT Kereta Api Indonesia (Persero). - Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek sarana, prasarana dan fasilitas pendukung perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Carrying out efforts, activities and other work on aspects of facilities, infrastructure and supporting facilities of railways for the benefit of PT Kereta Api Indonesia (Persero) as long as they do not conflict with laws and regulations, company regulations, Articles of Association and/or GMS Resolutions. - Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Carrying out cross-sectoral coordination and inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero). - Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting to the President Commissioner of the Board of Commissioners of PT Kereta Api Indonesia (Persero) all efforts, work and activities.

*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.

**) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

BOARD MANUAL DEWAN KOMISARIS

Board Manual merupakan pedoman yang menjelaskan tahapan aktivitas kerja Dewan Komisaris secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan secara konsisten, sehingga dapat menjadi pedoman pelaksanaan tugas bagi masing-masing anggota Dewan Komisaris.

Dalam menjalankan tugasnya, Dewan Komisaris mengacu pada tata laksana kerja yang termuat di dalam *Board Manual*. *Board Manual* disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*. Board Manual Perseroan ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi No. 04/CH/KOM/ III/2017 dan No. KEP.U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Kereta Api Indonesia (Persero) tanggal 16 Maret 2017.

BOARD MANUAL OF THE BOARD OF COMMISSIONERS

The Board Manual is a guideline that explains the stages of the Board of Commissioners' work activities in a structured, systematic, easy to understand and can be carried out consistently. Therefore, it can serve as a guideline for carrying out the duties of each member of the Board of Commissioners.

In fulfilling its responsibilities, the Board of Commissioners adheres to the work procedures specified in the Board Manual. This manual is based on the principles of corporate law, the provisions of the Company's Articles of Association, applicable laws and regulations, Shareholder directives, and best practices in Good Corporate Governance. The Company's Board Manual is established through the Joint Decree of the Board of Commissioners and Directors No. 04/CH/KOM/III/2017 and No. KEP.U/KO.101/III/15/KA-2017, which outlines the Work Procedure Guidelines for the Board of Commissioners and Directors (Board Manual) of PT Kereta Api Indonesia (Persero), dated March 16, 2017.

Di dalam *Board Manual* memuat pedoman kerja Dewan Komisaris, dengan perincian berikut:

1. Persyaratan dan Komposisi Dewan Komisaris;
2. Masa Jabatan Dewan Komisaris;
3. Program Pengenalan dan Peningkatan Kapabilitas;
4. Tugas, Wewenang dan Kewajiban Dewan Komisaris;
5. Tanggung Jawab Dewan Komisaris;
6. Hak Dewan Komisaris;
7. Komisaris Independen;
8. Etika Jabatan;
9. Rapat Dewan Komisaris;
10. Komite-komite Dewan Komisaris; dan
11. Sekretaris Dewan Komisaris.

KOMISARIS INDEPENDEN

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, pengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham, pengendali atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

KRITERIA ANGGOTA DEWAN KOMISARIS [GRI 2-10]

Dewan Komisaris memiliki peran penting dalam pelaksanaan prinsip-prinsip GCG. KAI telah memastikan seluruh anggota Dewan Komisaris memiliki kompetensi tinggi yang sesuai dengan kebutuhan organisasi. Dewan Komisaris yang menjabat juga sudah memenuhi syarat materiil dan syarat formal sebagaimana diatur pada pasal 15 dan pasal 16, Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara, sebagai berikut:

1. Dewan Komisaris sudah memenuhi syarat materiil, di antaranya:
 - a. Integritas;
 - b. Dedikasi;
 - c. Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen;
 - d. Memiliki pengetahuan yang memadai di bidang usaha di mana yang bersangkutan dicalonkan; dan
 - e. Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

The Board Manual includes the following work guidelines for the Board of Commissioners:

1. Requirements and Composition of the Board of Commissioners;
2. Term of Office of the Board of Commissioners;
3. Introduction and Capability Enhancement Program;
4. Duties, Authorities, and Obligations of the Board of Commissioners;
5. Responsibilities of the Board of Commissioners;
6. Rights of the Board of Commissioners;
7. Independent Commissioner;
8. Job Ethics;
9. Meetings of the Board of Commissioners;
10. Committees of the Board of Commissioners;
11. Secretary of the Board of Commissioners.

INDEPENDENT COMMISSIONER

An Independent Commissioner is a member of the Board of Commissioners who does not have financial, management, and/or familial relationships with other Board members, the Board of Directors, and/or shareholders, or any other relationships that may affect his/her ability to act independently.

CRITERIA FOR MEMBERS OF THE BOARD OF COMMISSIONERS [GRI 2-10]

The Board of Commissioners plays a critical role in implementing GCG principles. KAI ensures that all members of the Board possess high competencies aligned with the needs of the organization. The current Board of Commissioners meets both the material and formal requirements outlined in Articles 15 and 16 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, as follows:

1. The Board of Commissioners has met the material requirements, including:
 - a. Integrity;
 - b. Dedication;
 - c. Understanding of company management issues related to management functions;
 - d. Adequate knowledge in the relevant business field; and
 - e. Availability of sufficient time to perform duties.

2. Dewan Komisaris sudah memenuhi syarat formal, di antaranya:
 - a. Orang perseorangan;
 - b. Mampu melaksanakan perbuatan hukum;
 - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
 - d. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
 - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Perseroan memastikan bahwa seluruh anggota Dewan Komisaris yang menjabat telah memenuhi persyaratan formal dan materiil, serta memiliki kompetensi dan keahlian yang dibutuhkan demi tercapainya tujuan dan kepentingan terbaik perusahaan. Komposisi Dewan Komisaris per 31 Desember 2024 berjumlah 8 orang yang terdiri dari 1 orang Komisaris Utama yang juga Komisaris Independen, 4 orang Komisaris dan 3 orang Komisaris Independen. Jumlah Komisaris Independen mencapai 4 orang atau 50% dari keseluruhan anggota Dewan Komisaris, telah memenuhi syarat minimal 30% yang ditetapkan pada POJK No. 33/POJK.04/2014 tentang Jumlah anggota Dewan Komisaris Perseroan.

PENGLOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS [GRI 2-15]

Pengelolaan benturan kepentingan Dewan Komisaris Perseroan telah mematuhi ketentuan POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan. Perseroan menerapkan sejumlah prinsip untuk mencegah terjadinya benturan kepentingan dan implikasi lanjutan yang sering ditimbulkannya antara lain sebagai berikut:

1. Dewan Komisaris selalu menghindari adanya benturan kepentingan di dalam melaksanakan tugasnya. Dewan Komisaris tidak akan memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang terkait;
2. Dewan Komisaris harus menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam tugas pengawasan Perseroan;

2. The Board of Commissioners has met the formal requirements, including:
 - a. Individuality;
 - b. Ability to engage in legal transactions;
 - c. No declaration of bankruptcy within the 5 (five) years prior to appointment;
 - d. No prior membership in a Board of Directors or Board of Commissioners/Supervisory Board that was found responsible for causing a state-owned enterprise, subsidiary, and/or other entity to be declared bankrupt within 5 (five) years prior to appointment; and
 - e. No conviction for crimes that harm the finances of the state, state-owned enterprises, subsidiaries, and/or the financial sector within the 5 (five) years prior to appointment.

The Company ensures that all members of the Board of Commissioners currently in office meet these formal and material requirements and possess the necessary competence and expertise to achieve the company's goals and best interests. As of December 31, 2024, the composition of the Board of Commissioners includes 8 members, consisting of 1 President Commissioner who also serves as an Independent Commissioner, 4 Commissioners, and 3 Independent Commissioners. The number of Independent Commissioners reaches 4 persons, representing 50% of the total members of the Board of Commissioners, thus meeting the minimum requirement of 30% as stipulated in POJK No. 33/POJK.04/2014 regarding the Number of Members of the Company's Board of Commissioners.

MANAGEMENT OF CONFLICTS OF INTEREST FOR THE BOARD OF COMMISSIONERS [GRI 2-15]

The management of conflicts of interest for the Board of Commissioners of the Company is in accordance with the provisions of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. The Company implements several principles to prevent conflicts of interest and the potential consequences that may arise, including the following:

1. The Board of Commissioners always avoids conflicts of interest while performing its duties. Members will not leverage their positions for personal benefit or for the benefit of related individuals or parties;
2. The Board of Commissioners must refrain from any activities that may compromise its independence in supervising the Company's operations;

3. Dewan Komisaris berkewajiban mengisi Daftar Khusus yang berisikan kepemilikan sahamnya dan atau keluarganya pada perusahaan lain;
4. Apabila terjadi benturan kepentingan, maka harus diungkapkan, dan Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan; dan
5. Dewan Komisaris berkewajiban membuat pernyataan mengenai benturan kepentingan terhadap hal-hal yang termaktub dalam Rencana Kerja dan Anggaran Perusahaan.

3. Members of the Board are required to complete a Special List detailing their and/or their family's share ownership in other companies;
4. In the event of a conflict of interest, it must be disclosed, and the concerned Board member will abstain from participating in the Company's decision-making process; and
5. The Board of Commissioners is required to provide a statement regarding any conflicts of interest related to the matters outlined in the Company's Work Plan and Budget.

KOMPOSISI DEWAN KOMISARIS

Hingga 31 Desember 2024, komposisi Dewan Komisaris KAI adalah sebagai berikut:

COMPOSITION OF THE BOARD OF COMMISSIONERS

As of December 31, 2024, the composition of the KAI Board of Commissioners is as follows:

Tabel Komposisi Dewan Komisaris Tahun 2024

Table of Composition of the Board of Commissioners in 2024

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Periode Jabatan / Tenure
1	Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	2021-2026 (Periode Pertama) / 2021-2026 (First Period)
2	Rochadi	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	2021-2026 (Periode Pertama) / 2021-2026 (First Period)
3	Riza Primadi*	Komisaris Independen / Independent Commissioner	• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed based on the Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021 • Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024	2021-2024 (Periode Pertama) / 2021-2024 (First Period)
4	Endang Tirtana	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of State-Owned Enterprises No. SK-417/MBU/12/2021 dated December 29, 2021	2021 - Sekarang (Periode Pertama) / 2021 - Present (First Period)
5	Mohamad Risal Wasal	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of State-Owned Enterprises No. SK-207/MBU/09/2022 dated September 20, 2022	2022-2027 (Periode Pertama) / 2022-2027 (First Period)
6	Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-174/MBU/8/2022 dated August 15, 2022	2022-2027 (Periode Pertama) / 2022-2027 (First Period)
7	Diah Natalisa	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	2021-2026 (Periode Pertama) / 2021-2026 (First Period)
8	Chairul Anwar	Komisaris / Commissioner	Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021	2021-2026 (Periode Pertama) / 2021-2026 (First Period)
9	Johan Sirait	Komisaris Independen / Independent Commissioner	Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-173/MBU/8/2022 dated August 15, 2022	2022 - Sekarang (Periode Pertama) / 2022 - Present (First Period)

No	Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment	Periode Jabatan / Tenure
10	Elen Setiadi**	Komisaris / Commissioner	- Diangkat berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointed based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024 - Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024	5 Maret-2 Agustus 2024 / March 5 – August 2, 2024

*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.
 **) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises dated August 2, 2024.

RAPAT DEWAN KOMISARIS

Kebijakan Rapat

Kebijakan rapat Dewan Komisaris disusun berdasarkan ketentuan Anggaran Dasar, Board Manual dan peraturan yang berlaku. Dewan Komisaris mengadakan rapat dengan uraian kebijakan sebagai berikut:

1. Umum

- Rapat Dewan Komisaris harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi.
- Dewan Komisaris harus menetapkan tata tertib rapat Dewan Komisaris.
- Segala keputusan Dewan Komisaris diambil dalam rapat Dewan Komisaris.
- Keputusan dapat pula diambil di luar rapat Dewan Komisaris sepanjang seluruh anggota Dewan Komisaris setuju tentang cara dan materi yang diputuskan.
- Mekanisme pemanggilan rapat:
 - Panggilan rapat gabungan disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan memperhitungkan tanggal panggilan dan tanggal rapat.
 - Panggilan rapat sebagaimana dimaksud pada huruf a harus mencantumkan acara, tanggal, waktu dan tempat rapat.
 - Panggilan rapat tersebut tidak disyaratkan apabila semua anggota Dewan Komisaris dan Direksi hadir dalam rapat.
- Dalam setiap rapat Dewan Komisaris harus dibuat risalah rapat berisi hal-hal yang dibicarakan (termasuk pendapat berbeda/*dissenting opinion*).

BOARD OF COMMISSIONERS MEETING

Meeting Policy

The Board of Commissioners meeting policy is prepared based on the provisions of the Articles of Association, Board Manual and applicable regulations. The Board of Commissioners holds a meeting with the following policy description:

1. General

- Board of Commissioners meetings must be held periodically, at least once a month, and at these meetings the Board of Commissioners can invite the Directors.
- The Board of Commissioners must determine the rules for meetings of the Board of Commissioners.
- All decisions of the Board of Commissioners are taken at Board of Commissioners meetings.
- Decisions can also be taken outside the Board of Commissioners meeting as long as all members of the Board of Commissioners agree.
- Meeting invitation mechanism:
 - The invitation to a joint meeting is delivered in writing by the President Commissioner or by a member of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the meeting is held or within a shorter time if in urgent circumstances, taking into account the date call and meeting date.
 - The invitation to the meeting as referred to in letter a must include the agenda, date, time and place of the meeting.
 - The summons to the meeting is not required if all members of the Board of Commissioners and Directors are present at the meeting.
- At each meeting of the Board of Commissioners, minutes of the meeting must be prepared containing the matters discussed (including dissenting opinion members of the Board of Commissioners, if any) and matters decided.

- g. Risalah rapat harus menggambarkan jalannya rapat. Hal ini penting untuk dapat melihat proses pengambilan keputusan dan sekaligus menjadi dokumen hukum dan alat bukti yang sah untuk menentukan akuntabilitas dari hasil suatu keputusan rapat. Untuk itu risalah rapat harus mencantumkan:
- 1) Tempat, tanggal dan waktu rapat diadakan;
 - 2) Agenda yang dibahas;
 - 3) Daftar hadir yang ditandatangani oleh setiap peserta rapat;
 - 4) Berbagai pendapat yang terdapat dalam rapat termasuk *dissenting opinion*;
 - 5) Siapa yang mengemukakan pendapat;
 - 6) Proses pengambilan keputusan;
 - 7) Keputusan yang diambil; dan
 - 8) Pernyataan keberatan terhadap keputusan rapat apabila tidak terjadi kebulatan pendapat.
- h. Risalah rapat ditandatangani oleh Ketua Rapat dan seluruh anggota Dewan Komisaris yang hadir dalam rapat.
- i. Asli risalah rapat Dewan Komisaris disampaikan kepada Direksi untuk disimpan dan dipelihara, sedangkan Dewan Komisaris menyimpan salinannya.
- j. Rapat Dewan Komisaris dianggap sah apabila diadakan di tempat kedudukan Perseroan atau di tempat lain di dalam wilayah Republik Indonesia.
- k. Dewan Komisaris mengadakan rapat paling sedikit setiap bulan sekali, dalam rapat tersebut Dewan Komisaris agar dan/atau dapat mengundang Direksi.
- l. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.
- m. Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tempat rapat.
- n. Panggilan rapat harus mencantumkan acara, tanggal waktu dan tempat rapat.
- g. Meeting minutes should describe the proceedings of the meeting. This is important to be able to see the decision-making process and at the same time be a legal document and valid evidence to determine accountability for the results of a meeting decision. For this reason, the minutes of the meeting must include:
- 1) Place, date and time of meeting held;
 - 2) Agenda discussed;
 - 3) Attendance list signed by each meeting participant;
 - 4) Various opinions found in the meeting include dissenting opinion;
 - 5) Who presented the opinion;
 - 6) Decision making process;
 - 7) Decisions taken; and
 - 8) Statement of objection to the decision of the meeting when there is no unanimity of opinion.
- h. The minutes of the meeting are signed by the Chairman of the Meeting and all members of the Board of Commissioners who were present at the meeting.
- i. The original minutes of the Board of Commissioners' meetings are submitted to the Board of Directors to be kept and maintained, while the Board of Commissioners keeps a copy.
- j. Meetings of the Board of Commissioners are considered valid when held at the Company's location or at another location within the territory of the Republic of Indonesia.
- k. The Board of Commissioners holds a meeting at least once a month, at which meeting the Board of Commissioners may invite and/or invite the Board of Directors.
- l. The Board of Commissioners may hold meetings at any time at the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or at the written request of 1 (one) or several Shareholders representing at least 1/10 (one tenth) of the total shares with voting rights, stating the matters to be discussed.
- m. Summons for meetings of the Board of Commissioners are delivered in writing by the President Commissioner or by members of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the meeting is held or within a shorter time if in urgent circumstances, without taking into account the date of the summons. and meeting place.
- n. The meeting summons must include the event, date, time and place of the meeting.

- o. Panggilan rapat tersebut tidak disyaratkan apabila semua anggota Dewan Komisaris hadir dalam rapat.
 - p. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh 1/2 (satu per dua) jumlah anggota Dewan Komisaris.
 - q. Dalam mata acara lain-lain, rapat Dewan Komisaris tidak berhak mengambil keputusan kecuali semua anggota Dewan Komisaris atau wakilnya yang sah hadir dan menyetujui penambahan mata acara rapat.
 - r. Seorang anggota Komisaris dapat diwakili dalam rapat hanya oleh satu anggota Komisaris lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan ini.
 - s. Semua rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
 - t. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang Komisaris lainnya yang ditunjuk oleh Komisaris Utama.
 - u. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Komisaris yang paling lama menjabat sebagai anggota Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris.
 - v. Dalam hal anggota Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris yang tertua dalam usia bertindak sebagai pimpinan rapat.
 - w. Semua keputusan rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
 - x. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan rapat Dewan Komisaris diambil dengan suara terbanyak.
 - y. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya.
 - z. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.
 - 1) Suara blangko (abstain) dianggap menyetujui hasil keputusan rapat.
- o. The meeting summon is not required when all members of the Board of Commissioners are present in the meeting.
 - p. Board of Commissioners meetings are valid and have the right to make binding decisions when attended or represented by 1/2 (one-half) of the total members of the Board of Commissioners.
 - q. In other agenda items, the Board of Commissioners meeting does not have the right to make decisions unless all members of the Board of Commissioners or their authorized representatives are present and agree to additional meeting agenda items.
 - r. A member of the Board of Commissioners may be represented at a meeting only by one other member of the Board of Commissioners based on a written authorization given specifically for this purpose.
 - s. All meetings of the Board of Commissioners are chaired by the President Commissioner.
 - t. In the event that the President Commissioner is absent or unable to attend, the meeting of the Board of Commissioners is chaired by another Commissioner appointed by the President Commissioner.
 - u. In the event that the President Commissioner does not make an appointment, the member of Commissioners who has served as a member of the Board of Commissioners the longest acts as chairman of the meeting of the Board of Commissioners.
 - v. In the event that more than one member of the Board of Commissioners has served the longest as a member of the Board of Commissioners, then the member of the Board of Commissioners who is the oldest in age acts as chairman of the meeting.
 - w. All decisions at Board of Commissioners meetings are taken by deliberation to reach consensus.
 - x. If a consensus cannot be reached through deliberation, then the decision at the Board of Commissioners meeting is taken by majority vote.
 - y. Each member of the Board of Commissioners has the right to cast 1(one) vote plus 1(one) vote for the member of the Board of Commissioners he represents.
 - z. If the number of votes agreeing and disagreeing is the same, then the decision of the meeting is the same as the opinion of the chairman of the meeting, while still paying attention to the provisions regarding accountability except regarding individuals, decision making at the meeting is carried out by closed voting.
 - 1) A blank vote (abstain) is deemed to approve the results of the meeting decision.

- 2) Dalam hal usulan lebih dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara lebih dari 1/2 (satu per dua) bagian dari jumlah yang dikeluarkan.
- 3) Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
- 4) Jumlah rapat Dewan Komisaris dan jumlah kehadiran masing-masing anggota Dewan Komisaris harus dimuat dalam Laporan Tahunan BUMN.

2. Jenis Rapat

- a. Rapat Internal Dewan Komisaris
 - i. Rapat Dewan Komisaris harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi.
 - ii. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.
 - iii. Rapat Dewan Komisaris dan komite-komite Dewan Komisaris merupakan Rapat Dewan Komisaris dalam rangka membahas laporan-laporan periodik komite.
- b. Rapat Dewan Komisaris dan Direksi Rapat gabungan merupakan rapat Dewan Komisaris yang mengundang Direksi dan/atau dapat juga dilakukan atas usulan Direksi berikut agenda yang akan dibahas dalam rapat.

3. Mekanisme Rapat

- a. Rapat Dewan Komisaris diadakan di tempat kedudukan Perseroan atau di tempat lain di dalam wilayah Republik Indonesia.
- b. Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang

- 2) In the event that there are more than two alternative proposals and the voting results have not received one alternative with more than 1/2 (one-half) of the total votes cast, then a re-election will be carried out on the two proposals that received more than 1/2 of the votes. (one half) part of the amount issued.
- 3) Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
- 4) The number of meetings of the Board of Commissioners and the number of attendances of each member of the Board of Commissioners must be included in the SOE Annual Report.

2. Type of Meeting

- a. Internal Meeting of the Board of Commissioners
 - i. Board of Commissioners meetings must be held periodically, at least once a month, and at these meetings the Board of Commissioners may invite the Board of Directors.
 - ii. The Board of Commissioners may hold a meeting at any time at the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or at the written request of 1 (one) or several Shareholders representing at least 1/10 (one tenth) of shares with voting rights, stating the matters to be discussed.
 - iii. Meetings of the Board of Commissioners and committees of the Board of Commissioners are meetings of the Board of Commissioners in order to discuss the committee's periodic reports.
- b. Meetings of the Board of Commissioners and Directors A joint meeting is a meeting of the Board of Commissioners which invites the Directors and/or can also be held based on a proposal from the Directors along with the agenda to be discussed at the meeting.

3. Meeting Mechanims

- a. Board of Commissioners meetings are held at the Company's domicile or at other places within the territory of the Republic of Indonesia.
- b. Summons for meetings of the Board of Commissioners are delivered in writing by the President Commissioner or by members of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the

lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tempat rapat.

- c. Panggilan rapat harus mencantumkan agenda/ acara, tanggal waktu dan tempat rapat.
- d. Agenda rapat mengacu pada dan menggunakan program kerja tahunan Dewan Komisaris yang telah disusun dan disahkan sebelumnya oleh Dewan Komisaris.
- e. Sebelum rapat dilangsungkan, Sekretaris Dewan Komisaris terlebih dahulu mengedarkan agenda rapat dan/atau bahan rapat untuk mendapatkan masukan dari para Anggota Dewan Komisaris mengenai agenda tersebut. Masukan tersebut dapat berupa penambahan/ pengurangan atau penajaman agenda rapat.
- f. Setiap Anggota Dewan Komisaris berhak untuk mengusulkan agenda rapat yang akan dilaksanakan.
- g. Jika rapat tersebut mengundang pihak lain, Sekretaris Dewan Komisaris bertugas untuk membuat surat undangan kepada pihak yang dimaksud. Dalam hal pihak lain tersebut berasal dari bawah Direksi, maka untuk maksud tersebut harus sepengetahuan Direksi.
- h. Seorang anggota Dewan Komisaris dapat diwakili dalam rapat hanya oleh satu anggota Dewan Komisaris lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan ini.
- i. Semua rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
- j. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang Komisaris lainnya yang ditunjuk oleh Komisaris Utama.
- k. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Komisaris yang paling lama menjabat sebagai anggota Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris.
- l. Dalam hal anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris yang tertua dalam usia bertindak sebagai pimpinan rapat.

meeting is held or within a shorter time if in urgent circumstances, without taking into account the date of the summons. and meeting place.

- c. The meeting invitation must include the agenda/ event, date, time and place of the meeting.
- d. The meeting agenda refers to and uses the annual work program of the Board of Commissioners which has been previously prepared and approved by the Board of Commissioners.
- e. Before the meeting is held, the Secretary of the Board of Commissioners first circulates the meeting agenda and/or meeting materials to obtain input from members of the Board of Commissioners regarding the agenda. This input can be in the form of additions/ reductions or sharpening of the meeting agenda.
- f. Each member of the Board of Commissioners has the right to propose the agenda for the meeting to be held.
- g. If the meeting invites other parties, the Secretary of the Board of Commissioners is tasked with writing an invitation letter to the parties in question. In the event that the other party comes from under the Board of Directors, then for this purpose they must have the knowledge of the Board of Directors.
- h. A member of the Board of Commissioners may be represented at a meeting only by one other member of the Board of Commissioners based on a written authorization given specifically for this purpose.
- i. All meetings of the Board of Commissioners are chaired by the President Commissioner.
- j. In the event that the President Commissioner is absent or unable to attend, the meeting of the Board of Commissioners is chaired by another Commissioner appointed by the President Commissioner.
- k. In the event that the President Commissioner does not make an appointment, the member of Commissioners who has served as a member of the Board of Commissioners the longest acts as chairman of the meeting of the Board of Commissioners.
- l. In the event that more than one member of the Board of Commissioners has served the longest as a member of the Board of Commissioners, then the member of the Board of Commissioners who is the oldest in age acts as chairman of the meeting.

4. Mekanisme Pengambilan Keputusan

- a. Semua keputusan Rapat Dewan Komisaris harus berdasarkan itikad baik, pertimbangan rasional dan telah melalui telaah atau kajian yang mendalam terhadap berbagai hal yang relevan, informasi yang cukup dan bebas dari benturan kepentingan serta dibuat secara independen oleh masing-masing anggota Dewan Komisaris.
- b. Setiap anggota Dewan Komisaris bertanggung jawab atas keputusan Dewan Komisaris.
- c. Pengambilan keputusan oleh Dewan Komisaris dilakukan melalui Rapat Dewan Komisaris.
- d. Semua keputusan rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
- e. Semua keputusan dalam Rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
- f. Untuk menjaga independensi dan objektivitas, setiap anggota Dewan Komisaris yang memiliki benturan kepentingan diharuskan untuk tidak ikut serta dalam pemberian suara untuk pengambilan keputusan. Hal tersebut harus dicatat dalam risalah rapat.
- g. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh $\frac{1}{2}$ (satu per dua) jumlah anggota Dewan Komisaris.
- h. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan Rapat Dewan Komisaris diambil dengan pemungutan suara setuju lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah suara yang sah yang dikeluarkan dalam rapat tersebut.
- i. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.
- j. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya.
- k. Pemungutan suara mengenai diri orang dilakukan dengan surat suara tertutup tanpa tanda tangan sedangkan pemungutan suara mengenai hal-hal lain dilakukan secara lisan kecuali Ketua Rapat Dewan Komisaris menentukan lain tanpa ada keberatan berdasarkan suara terbanyak dari yang hadir.

4. Decision Making Mechanism

- a. All decisions at Board of Commissioners Meetings must be based on good faith, rational considerations and have gone through an in-depth study or study of various relevant matters, sufficient information and free from conflicts of interest and made independently by each member of the Board of Commissioners.
- b. Each member of the Board of Commissioners is responsible for the decisions of the Board of Commissioners.
- c. Decision making by the Board of Commissioners is carried out through Board of Commissioners Meetings.
- d. All decisions at Board of Commissioners meetings are taken by deliberation to reach consensus.
- e. All decisions at Board of Commissioners Meetings are taken by deliberation to reach consensus.
- f. To maintain independence and objectivity, every member of the Board of Commissioners who has a conflict of interest is required not to participate in voting for decision making. This must be recorded in the minutes of the meeting.
- g. The Board of Commissioners meeting is valid and has the right to make binding decisions when attended or represented by $\frac{1}{2}$ (one-half) of the total members of the Board of Commissioners.
- h. If through deliberation no consensus is reached, then the decision at the Board of Commissioners Meeting is taken by voting in favor of more than $\frac{1}{2}$ (one half) of the number of valid votes cast at the meeting.
- i. If the number of votes that agree and disagree is the same, then the decision of the meeting is the same as the opinion of the leader of the meeting, while still paying attention to the provisions on accountability except for the person, the decision making of the meeting is done by closed election.
- j. Each member of the Board of Commissioners has the right to cast 1(one) vote plus 1(one) vote for the member of the Board of Commissioners he represents.
- k. Voting regarding individuals is carried out using a closed ballot without a signature, while voting regarding other matters is carried out verbally unless the Chairman of the Board of Commissioners Meeting determines otherwise without any objection based on the majority vote of those present.

- l. Suara blanko dan tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
 - m. Dalam hal usulan lebih dari 2 (dua) alternatif dan hasil pemungutan suara belum mendapatkan 1 (satu) alternatif dengan suara lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap 2 (dua) alternatif yang memperoleh suara terbanyak sehingga salah 1 (satu) alternatif memperoleh suara lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah suara yang dikeluarkan.
 - n. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
 - o. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.
 - p. Keputusan-keputusan yang menyangkut aspek-aspek strategis harus dilakukan melalui mekanisme Rapat Dewan Komisaris. Aspek-aspek strategis tersebut antara lain meliputi semua perbuatan Direksi yang harus mendapatkan persetujuan RUPS setelah mendapatkan tanggapan tertulis Dewan Komisaris serta semua perbuatan Direksi yang harus mendapatkan persetujuan tertulis Dewan Komisaris.
 - q. Keputusan rapat yang diambil dalam forum rapat internal Dewan Komisaris dan/atau rapat gabungan Dewan Komisaris dan Direksi, diatur sebagai berikut:
 - 1) Menyampaikan surat usulan asli yang diajukan oleh Direksi untuk mendapatkan keputusan Dewan Komisaris kepada Dewan Komisaris dan/atau Komisaris Utama. *Copy* surat usulan disampaikan oleh Sekretaris Dewan Komisaris kepada Anggota Dewan Komisaris yang membidangi materi/lingkup hal yang diusulkan;
 - 2) Dalam hal usulan Direksi bersifat "rahasia" dan terbatas, surat usulan disampaikan kepada Komisaris Utama;
- l. Blank and invalid votes are considered nonexistent and are not counted in determining the number of votes cast at the meeting.
 - m. In the event that there are more than 2 (two) alternatives proposed and the voting results have not obtained 1 (one) alternative with votes of more than $\frac{1}{2}$ (one half) of the total number of votes cast, then a re-election will be carried out on the 2 (two) alternatives that obtained majority of votes so that 1 (one) alternative obtains more than $\frac{1}{2}$ (one-half) of the total votes cast.
 - n. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
 - o. If the number of votes agreeing and disagreeing is the same, then the decision of the meeting is the same as the opinion of the chairman of the meeting, while still paying attention to the provisions regarding accountability except regarding individuals, decision making at the meeting is carried out by closed voting.
 - p. Decisions concerning strategic aspects must be made through the mechanism of the Board of Commissioners Meeting. These strategic aspects include, among others, all actions of the Board of Directors which must obtain approval from the GMS after receiving a written response from the Board of Commissioners as well as all actions of the Board of Directors which must obtain written approval from the Board of Commissioners.
 - q. Decisions made in internal meetings of the Board of Commissioners and/or joint meetings of the Board of Commissioners and the Board of Directors are regulated as follows:
 - 1) Submit the original proposal letter submitted by the Board of Directors to obtain a decision from the Board of Commissioners to the Board of Commissioners and/or President Commissioner. Copy of the proposal letter submitted by the Secretary of the Board of Commissioners to the Member of the Board of Commissioners who is in charge of the material/scope of the proposed matter;
 - 2) In the event that the Board of Directors' proposal is "confidential" and limited, a letter of proposal is submitted to the President Commissioner;

- 3) Waktu penyampaian usulan paling lambat 1 (satu) bulan sebelum jadwal rapat internal Dewan Komisaris untuk memberikan waktu yang cukup bagi Dewan Komisaris untuk mempelajari dan mengkaji usulan dan mengagendakan, membahas usulan dan menetapkan keputusan Dewan Komisaris;
- 4) Dalam hal tertentu terhadap suatu usulan yang bersifat strategis dan berpotensi berdampak besar/signifikan terhadap kelangsungan usaha Perseroan, saran/ rekomendasi/nasihat yang diputuskan dalam rapat internal Dewan Komisaris disampaikan dan dibahas kembali dalam rapat gabungan Dewan Komisaris dan Direksi;
- 5) Dalam proses untuk mengambil keputusan, Dewan Komisaris dapat dibuat atau menugasi Komite yang ada di bawah Dewan Komisaris untuk melakukan pemantauan, pengumpulan materi/ dokumen/informasi yang diperlukan, serta untuk melakukan kajian dan evaluasi dan saran/masukan dalam laporan yang disampaikan kepada Dewan Komisaris;
- 6) Dalam hal usulan yang diajukan Direksi memerlukan keputusan dan penetapan yang segera/mendesak (dalam waktu kurang dari satu bulan) dari Dewan Komisaris atau bersifat rahasia dan terbatas sebagaimana dimaksud pada angka 2), maka Dewan Komisaris dapat menyelenggarakan rapat khusus Dewan Komisaris yang hasil keputusan rapat tersebut disampaikan kepada Direksi dalam bentuk surat Dewan Komisaris. Di mana surat tersebut mencantumkan rujukan atas hasil Rapat Dewan Komisaris tersebut. Surat tersebut ditandatangani oleh Komisaris Utama dan sekurang-kurangnya diketahui/ diparaf oleh 1 (satu) Anggota Dewan Komisaris yang menghadiri rapat Dewan Komisaris yang dimaksud. Dalam Hal Komisaris Utama atau anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama tidak dapat menandatangani surat tersebut, maka 2 (dua) anggota Dewan Komisaris dapat menandatangani surat tersebut. Setiap anggota Dewan Komisaris wajib mendapatkan salinan surat tersebut;
- 3) The time for submitting a proposal is no later than 1 (one) month before the scheduled internal meeting of the Board of Commissioners to provide sufficient time for the Board of Commissioners to study and review the proposal and put an agenda, discuss the proposal and determine the decision of the Board of Commissioners;
- 4) In certain cases regarding a proposal that is strategic in nature and has the potential to have a large/significant impact on the continuity of the Company's business, suggestions/ recommendations/ advice decided at an internal meeting of the Board of Commissioners are submitted and discussed again at a joint meeting of the Board of Commissioners and Directors;
- 5) In the process of making decisions, the Board of Commissioners can create or assign Committees under the Board of Commissioners to carry out monitoring, collect the necessary materials/ documents/information, as well as to carry out studies and evaluations and suggestions/input in reports submitted to the Board Commissioner;
- 6) In the event that the proposal submitted by the Board of Directors requires an immediate/urgent decision and determination (within less than one month) from the Board of Commissioners or is confidential and limited in nature as referred to in number 2), then the Board of Commissioners may hold a special meeting of the Board of Commissioners with the results The decision of the meeting is conveyed to the Board of Directors in the form of a letter from the Board of Commissioners. The letter includes a reference to the results of the Board of Commissioners Meeting. The letter is signed by the President Commissioner and acknowledged/initiated by at least 1 (one) Member of the Board of Commissioners who attended the Board of Commissioners meeting in question. In the event that the President Commissioner or member of the Board of Commissioners appointed by the President Commissioner is unable to sign the letter, then 2 (two) members of the Board of Commissioners can sign the letter. Each member of the Board of Commissioners is required to obtain a copy of the letter;

- 7) Seluruh anggota Dewan Komisaris dianggap menyetujui Surat Dewan Komisaris yang diterbitkan berdasarkan hasil keputusan rapat Dewan Komisaris;
- 8) Surat Dewan Komisaris terhadap usulan Direksi, disampaikan atau diberitahukan kepada Direksi dengan pengaturan sebagai berikut:
 - a) Paling lambat 7 (tujuh) hari kerja setelah surat Dewan Komisaris ditandatangani, disampaikan/ dikomunikasikan kepada Direksi; dan
 - b) Paling lambat 10 (sepuluh) hari kerja setelah surat Dewan Komisaris ditandatangani, disampaikan secara tertulis kepada Direksi.
- 9) Dalam mata acara lain-lain, rapat Dewan Komisaris tidak berhak mengambil keputusan kecuali semua anggota Dewan Komisaris atau wakilnya yang sah hadir dan menyetujui penambahan mata acara rapat; dan
- 10) Jumlah rapat Dewan Komisaris dan jumlah kehadiran masing-masing anggota Dewan Komisaris harus dimuat dalam Laporan Tahunan Perseroan.

- 7) All members of the Board of Commissioners are deemed to have approved the Letter of the Board of Commissioners issued based on the results of the decision of the Board of Commissioners meeting;
- 8) Letter from the Board of Commissioners regarding the Board of Directors' proposal, delivered or notified to the Board of Directors with the following arrangements:
 - a) No later than 7 (seven) working days after the Board of Commissioners' letter is signed, delivered/ communicated to the Board of Directors; and
 - b) No later than 10 (ten) working days after the Board of Commissioners' letter is signed, it is submitted in writing to the Board of Directors.
- 9) In other agenda items, the Board of Commissioners meeting does not have the right to make decisions unless all members of the Board of Commissioners or their authorized representatives are present and agree to additional meeting agenda items;
- 10) The number of meetings of the Board of Commissioners and the number of attendance of each member of the Board of Commissioners must be included in the Company's Annual Report

5. Mekanisme Pengambilan Keputusan Secara Sirkuler

Dewan Komisaris mengakui bentuk rapat tanpa melalui kehadiran fisik, atau disebut Rapat Sirkuler, dengan ketentuan sebagai berikut:

- a. Keputusan yang diambil dalam bentuk Rapat Sirkuler bukanlah keputusan yang bersifat strategis;
- b. Bukan merupakan sebuah keputusan atas suatu tindakan Direksi yang memerlukan persetujuan RUPS setelah mendapatkan tanggapan tertulis Dewan Komisaris serta semua perbuatan Direksi yang harus mendapatkan persetujuan tertulis Dewan Komisaris;
- c. Permasalahan telah diketahui sebelumnya/ pernah dibahas;
- d. Keputusan yang diambil disetujui secara tertulis dan ditandatangani oleh seluruh Anggota Dewan Komisaris; dan
- e. Tanggal keputusan secara sirkuler yang berlaku adalah tanggal anggota Dewan Komisaris yang terakhir menandatangani keputusan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam rapat Dewan Komisaris.

5. Circular Decision-Making Mechanism

The Board of Commissioners recognizes a form of meeting without physical presence, or called a Circular Meeting, with the following conditions:

- a. Decisions taken in the form of Circular Meetings are not strategic decisions;
- b. It is not a decision regarding an action of the Board of Directors which requires approval from the GMS after receiving a written response from the Board of Commissioners and all actions of the Board of Directors which must obtain written approval from the Board of Commissioners;
- c. The problem has been previously known/has been discussed;
- d. The decisions taken are approved in writing and signed by all members of the Board of Commissioners; and
- e. The applicable circular decision date is the date the last member of the Board of Commissioners signed the decision. Decisions taken in this way have the same force as decisions legally taken at a meeting of the Board of Commissioners.

6. Perbedaan Pendapat (*Dissenting Opinion*)

Perbedaan pendapat diatur sebagai berikut:

- Perbedaan pendapat yang terjadi dimasukkan dalam Keputusan Rapat, dan Anggota Dewan Komisaris yang berbeda pendapat harus mengungkapkan alasan atas terjadinya perbedaan pendapat terhadap hasil keputusan tersebut.
- Perbedaan pendapat tidak berarti memberikan hak kepada Anggota Dewan Komisaris yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Meskipun terdapat perbedaan pendapat, namun seluruh Anggota Dewan Komisaris tetap berkewajiban untuk mengikuti dan melaksanakan hasil keputusan rapat.
- Dewan Komisaris secara tanggung renteng bertanggung jawab penuh secara pribadi apabila terbukti bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali Anggota Dewan Komisaris yang melakukan *dissenting opinion* dapat membuktikan bahwa ia telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
- Perbedaan pendapat yang dicantumkan di dalam keputusan dan risalah rapat dapat menjadi bukti bahwa Anggota Dewan Komisaris yang bersangkutan telah melakukan tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut dengan tidak menyetujui hasil keputusan rapat. Hal ini berarti bahwa Anggota Dewan Komisaris yang bersangkutan dapat terbebas dari tuntutan atas timbul atau berlanjutnya kerugian tersebut sebagai hasil pelaksanaan keputusan rapat.

7. Rapat Melalui Elektronik

- Rapat Dewan Komisaris dapat diselenggarakan dengan cara konferensi antara Anggota Dewan Komisaris yang berada di tempat yang berbeda, melalui telepon konferensi, video konferensi, atau peralatan komunikasi lainnya yang memungkinkan setiap Anggota Rapat Dewan Komisaris dapat saling mendengar dan berpartisipasi dalam rapat.
- Setiap Anggota Dewan Komisaris yang ikut serta dianggap hadir dalam Rapat untuk menentukan terpenuhinya persyaratan kuorum kehadiran dan keputusan rapat Dewan Komisaris.
- Tempat di mana Ketua Rapat ikut serta dianggap sebagai tempat dilangsungkannya Rapat Dewan Komisaris.

6. Dissenting Opinion

Dissenting opinion is regulated as follows:

- Any differences of opinion that occur are included in the Meeting Decision, and Members of the Board of Commissioners who have different opinions must express the reasons for the differences of opinion regarding the results of the decision.
- A difference of opinion does not mean giving the relevant member of the Board of Commissioners the right not to implement the results of the meeting decision. Even though there are differences of opinion, all members of the Board of Commissioners are still obliged to follow and implement the results of the meeting decisions.
- The Board of Commissioners is jointly and severally liable personally if proven guilty or negligent in carrying out their duties for the interests and business of the Company, unless the Member of the Board of Commissioners who provides a dissenting opinion can prove that he or she has taken action to prevent the occurrence or continuation of such losses.
- Differences of opinion included in the decisions and minutes of meetings can be evidence that the member of the Board of Commissioners concerned has taken action to prevent the occurrence or continuation of such losses by not agreeing to the results of the meeting decisions. This means that the member of the Board of Commissioners concerned can be free from claims regarding the occurrence or continuation of such losses as a result of implementing meeting decisions.

7. Electronic Meetings

- Board of Commissioners meetings can be held by means of a conference between members of the Board of Commissioners who are in different places, via telephone conference, video conference, or other communication equipment that allows each member of the Board of Commissioners meeting to hear each other and participate in the meeting.
- Each Member of the Board of Commissioners who participates is deemed to be present at the Meeting to determine whether the attendance quorum requirements and decisions of the Board of Commissioners meeting are met.
- The place where the Chairman of the Meeting participates is considered the place where the Board of Commissioners Meeting is held.

- d. Risalah Rapat harus diedarkan serta ditandatangani oleh Ketua Rapat dan Seluruh Anggota Dewan Komisaris yang ikut serta, sesuai dengan tanggal Rapat dilaksanakan.
- e. Penggunaan media elektronik dalam penyelenggaraan Rapat ini ditetapkan oleh Dewan Komisaris dengan mengacu pada perundang-undangan dan peraturan perseroan tentang informasi dan transaksi elektronik yang berlaku.

8. Prosedur Penyusunan Risalah Rapat Internal Dewan Komisaris

Penyusunan risalah Rapat Internal Dewan Komisaris dilakukan dengan prosedur sebagai berikut:

- a. Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Komisaris Utama dan atau Ketua Rapat bertanggung jawab untuk membuat, mengadministrasikan serta mendistribusikan risalah Rapat Dewan Komisaris.
- b. Dalam hal Rapat Dewan Komisaris tidak diikuti Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Komisaris Utama, risalah Rapat Dewan Komisaris dibuat oleh salah seorang Anggota Dewan Komisaris yang ditunjuk dari antara mereka yang hadir.
- c. Risalah Rapat Dewan Komisaris harus ditandatangani oleh pimpinan Rapat Dewan Komisaris dan oleh seluruh Anggota Dewan Komisaris yang hadir.
- d. Setiap Anggota Dewan Komisaris berhak menerima salinan risalah Rapat Dewan Komisaris, meskipun yang bersangkutan tidak hadir dalam rapat tersebut.
- e. Risalah Rapat Dewan Komisaris harus disampaikan kepada seluruh Anggota Dewan Komisaris paling lambat 7 (tujuh) hari setelah Rapat dilaksanakan.
- f. Setiap Anggota Dewan Komisaris yang hadir dan/atau yang diwakili harus menyampaikan keberatannya dan/atau usul perbaikannya, bila ada, atas risalah rapat Dewan Komisaris tersebut.
- g. Perbaikan risalah Rapat Dewan Komisaris dimungkinkan dalam jangka waktu 14 (empat belas) hari terhitung sejak tanggal pengiriman.

- d. Minutes of the Meeting must be circulated and signed by the Chair of the Meeting and all members of the Board of Commissioners who participated, according to the date the Meeting was held.
- e. The use of electronic media in holding this Meeting is determined by the Board of Commissioners by referring to applicable laws and company regulations regarding electronic information and transactions.

8. Procedure for Preparing Minutes of Internal Meetings of the Board of Commissioners

Preparation of minutes of the Internal Meeting of the Board of Commissioners is carried out with the following procedures:

- a. The Secretary of the Board of Commissioners or other official appointed by the President Commissioner and/or Chairman of the Meeting is responsible for compiling, administering and distributing the minutes of the Board of Commissioners' Meetings.
- b. In the event that the Board of Commissioners Meeting is not attended by the Secretary of the Board of Commissioners or another official appointed by the President Commissioner, the minutes of the Board of Commissioners Meeting are drawn up by one of the members of the Board of Commissioners appointed from among those present.
- c. The minutes of the Board of Commissioners Meeting must be signed by the chairman of the Board of Commissioners Meeting and by all members of the Board of Commissioners present.
- d. Each member of the Board of Commissioners has the right to receive a copy of the minutes of the Board of Commissioners Meeting, even if the person concerned is not present at the meeting.
- e. Minutes of the Board of Commissioners' Meetings must be submitted to all Members of the Board of Commissioners no later than 7 (seven) days after the Meeting is held.
- f. Each member of the Board of Commissioners who is present and/or who is represented must convey his objections and/or suggestions for improvements, if any, to the minutes of the Board of Commissioners meeting.
- g. Amendments to the minutes of the Board of Commissioners Meeting are possible within 14 (fourteen) days from the date of delivery.

- h. Jika keberatan dan atau usul perbaikan tidak diterima dalam jangka waktu tersebut, maka disimpulkan tidak ada keberatan dan atau perbaikan terhadap risalah Rapat Dewan Komisaris yang bersangkutan.
- i. Risalah asli rapat Dewan Komisaris disampaikan kepada Direksi untuk disimpan dan dipelihara, sedangkan Dewan Komisaris menyimpan salinannya.

- h. If objections and/or revision proposals are not received within that time period, it will be concluded that there are no objections and/or revisions to the minutes of the relevant Board of Commissioners Meeting.
- i. The original minutes of the Board of Commissioners' meetings are submitted to the Board of Directors to be kept and maintained, while the Board of Commissioners keeps a copy.

Frekuensi Rapat dan Kehadiran Dewan Komisaris

Frekuensi pelaksanaan rapat dan kehadiran masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

Frequency of Meetings and Attendance of the Board of Commissioners

The frequency of meetings and attendance of each member of the Board of Commissioners in 2024 are as follows:

Tabel Frekuensi Rapat dan Tingkat Kehadiran Anggota Dewan Komisaris Tahun 2024

Table of Frequency of Meetings and Attendance Level of Board of Commissioners Members in 2024

No	Nama / Name	Jabatan / Position	Rapat Komisaris / Board of Commissioners Meeting			Rapat Gabungan / Joint Meetings			RUPS / GMS		
			Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	%
1	Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/Independent Commissioner	16	8	50	15	8	53	2	2	100
2	Rochadi	Komisaris Independen / Independent Commissioner	16	15	94	15	15	100	2	2	100
3	Riza Primadi*	Komisaris Independen / Independent Commissioner	2	2	100	2	2	100	1	1	100
4	Endang Tirtana	Komisaris / Commissioner	16	13	81	15	11	69	2	2	100
5	Mohamad Risal Wasal	Komisaris / Commissioner	16	9	56	15	9	60	2	2	100
6	Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	16	12	75	15	13	87	2	2	100
7	Diah Natalisa	Komisaris / Commissioner	16	16	100	15	13	87	2	2	100
8	Chairul Anwar	Komisaris / Commissioner	16	16	100	15	14	88	2	2	100
9	Johan Sirait	Komisaris Independen / Independent Commissioner	16	11	70	15	10	67	2	2	100
10	Elen Setiadi**	Komisaris / Commissioner	7	7	100	4	4	100	1	1	100

*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2025.

**) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

Agenda, Tanggal, dan Peserta Rapat Internal Dewan Komisaris Tahun 2024

Di tahun 2024, Dewan Komisaris telah menyelenggarakan rapat internal sebanyak 16 kali rapat. Informasi agenda, tanggal dan kehadiran rapat internal Dewan Komisaris di tahun 2024 adalah sebagai berikut:

Agenda, Date, and Participants of the Board of Commissioners' Internal Meetings in 2024

In 2024, the Board of Commissioners held 16 internal meetings. Information on the agenda, date, and attendance of the Board of Commissioners' internal meetings in 2024 is as follows:

Tabel Agenda, Tanggal dan Peserta Rapat Internal Dewan Komisaris Tahun 2024 **Table of Agenda, Date and Participants of the 2024 Board of Commissioners Internal Meeting**

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
1	17 Januari 2024 / January 17, 2024	a. Surat Usulan Penghapusbukuan Aset Gadobangkong / Proposal Letter for Write-off of Gadobangkong Assets b. Bahan Acuan pemilihan Komite Nominasi dan Remunerasi / Reference Material for the Election of the Nomination and Remuneration Committee c. Progress Audit LK 2023 / 2023 FS Audit Progress	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Riza Primadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
2	7 Februari 2024 / February 7, 2024	a. Update LKP Tahap II RSM atas Audit LK KAI TB 2023 / Update of RSM's LKP Phase II on the Audit of KAI TB 2023 LK b. Tindak lanjut pembentukan KTKT / Follow-up on the formation of the KTKT c. Pemilihan Anggota Komite Nominasi dan Remunerasi (KNR) / Election of Members of the Nomination and Remuneration Committee (KNR)	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Riza Primadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Mohamad Risal Wasal	Hadir / Present	-
3	13 Maret 2024 / March 13, 2024	a. Pembagian Tugas Komite Dewan Komisaris dan Pemilihan Ketua Komite Audit / Division of Tasks of the Board of Commissioners Committee and Election of the Chairman of the Audit Committee b. Penyelesaian Audit TB 2023 / Completion of the 2023 TB Audit c. Progress Diagnostic Review ICOFR di KAI / Progress of the ICOFR Diagnostic Review at KAI d. Talent Pool 2024 e. Penilaian/Interview anggota baru KNR / Assessment/Interview of new KNR members	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
4	20 Maret 2024 / March 20, 2024	a. Interview Calon Anggota KNR / Interview of KNR Candidate Members b. Pembahasan <i>Talent Pool</i> 2024 / Discussion of Talent Pool 2024	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.
			Mohamad Risal Wasal	Hadir / Present	-
5	3 April 2024 / April 3, 2024	a. KPI Individual Direksi / Individual KPI of the Board of Directors b. Talent Pool 2024 c. Penetapan Kebijakan Ambang Batas Kewenangan / Determination of Authority Threshold Policy d. Progress Diagnostic Review ICORF di KAI / Progress Diagnostic Review ICORF at KAI	Said Aqil Siroj	Hadir / Present	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
6	24 April 2024 / April 24, 2024	Pembahasan Kinerja Triwulan I 2024 PT KAI (Persero)	Said Aqil Siroj	Tidak Hadir / Absent	Menjalani Ibadah Umroh / Performed the Umrah Pilgrimage
			Rochadi	Tidak Hadir	Menjalani Ibadah Umroh / Performed the Umrah Pilgrimage
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
			Elen Setiadi	Hadir / Present	-

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
7	6 Juni 2024 / June 6, 2024	a. Persetujuan Pemeringkat Tingkat Kesehatan / Health Rating Approval b. Finalisasi Pemilihan KNR / Finalization of KNR Selection	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Sedang melakukan perjalanan dinas luar negeri / On a business trip abroad
			Elen Setiadi	Hadir / Present	-
8	12 Juni 2024 / June 12, 2024	a. Usulan KAP 2024 / 2024 KAP Proposal b. Usulan Remunerasi 2023 / 2023 Remuneration Proposal	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-
9	30 Juli 2024 / July 30, 2024	a. Evaluasi Komite atas Kinerja Semester I 2024 / Committee Evaluation of Semester I 2024 Performance b. Usulan Obligasi / Bond Proposal c. Evaluasi Kehadiran Dekom / Evaluation of Board of Commissioners' Attendance d. Pembahasan Direksi yang Habis Masa Jabatan / Discussion of Board of Directors Whose Term of Office Has Ended	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-
10	21 Agustus 2024 / August 21, 2024	a. Pembahasan Penghapusbukuan Aset Gadobangkong / Discussion on Write-off of Gadobangkong Assets b. Pembahasan Penghapusbukuan Aset Kesultanan Yogya / Discussion on Write-off of Yogya Sultanate Assets c. Usulan Restrukturisasi Organisasi / Proposal for Organizational Restructuring d. Update Diagnostic ICOFR / Update of ICOFR Diagnostic e. Usulan Pengurus Anak Perusahaan. / Proposal for Subsidiary Management.	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
11	5 September 2024 / September 5, 2024	Pembahasan terkait Rencana Pemenuhan CDS (Cash Deficiency Support) KCJB / Discussion on KCJB's Cash Deficiency Support (CDS) Fulfillment Plan	Said Aqil Siroj	Tidak Hadir / Absent	Izin Sakit / Sick
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
12	18 September 2024 / September 18, 2024	Interview Pengurus Anak Perusahaan / Subsidiary Manager Interview	Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
			Said Aqil Siroj	Tidak Hadir / Absent	Izin Sakit / Sick
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
13	25 September 2024 / September 25, 2024	a. Pembahasan rencana kerjasama aset Grand Boutique / Discussion of Grand Boutique asset cooperation plan b. Lain-lain / Others	Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Said Aqil Siroj	Tidak Hadir / Absent	Izin Sakit / Sick
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
14	23 Oktober 2024 / October 23, 2024	a. Isu strategis SDM perusahaan; rencana pembekalan leadership oleh Dekom (KNR). / Strategic issues of the company's HR; leadership provision plan by the Board of Commissioners (KNR). b. Update diagnostic ICOFR; Kinerja SPI TW 3 2024; Progres audit dan progres tindak lanjut temuan & rekomendasi serta Imbal Jasa Audit (Komdit). / ICOFR diagnostic update; SPI performance Q3 2024; Audit progress and progress of follow-up of findings & recommendations and Audit Fees (Komdit). c. Rencana Kerja Dewan Komisaris 2025. / Board of Commissioners Work Plan 2025. d. Rencana Kerja Dekom 2025, Penggunaan RDS untuk Dekom dan Organ (Sesdekom). / Board of Commissioners Work Plan 2025, Use of RDS for Board of Commissioners and Organs (Sesdekom). e. Sharing Program Pelatihan ERM di Nanyang Business School. / Sharing of ERM Training Program at Nanyang Business School.	Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
			Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
15	23 Oktober 2024 / October 23, 2024	a. Isu strategis SDM perusahaan; rencana pembekalan leadership oleh Dekom (KNR). / Strategic issues of the company's HR; leadership provision plan by the Board of Commissioners (KNR). b. Update diagnostic ICOFR; Kinerja SPI TW 3 2024; Progres audit dan progres tindak lanjut temuan & rekomendasi serta Imbal Jasa Audit (Komdit). / ICOFR diagnostic update; SPI performance Q3 2024; Audit progress and progress of follow-up of findings & recommendations and Audit Fees (Komdit). c. Rencana Kerja Dewan Komisaris 2025. / Board of Commissioners Work Plan 2025. d. Rencana Kerja Dekom 2025, Penggunaan RDS untuk Dekom dan Organ (Sesdekom). / Board of Commissioners Work Plan 2025, Use of RDS for Board of Commissioners and Organs (Sesdekom). e. Sharing Program Pelatihan ERM di Nanyang Business School. / Sharing of ERM Training Program at Nanyang Business School.	Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
			Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
15	6 November 2024 / November 6, 2024	a. Surat permohonan tanggapan tertulis Kerjasama asset Gang Buntu, Medan. / Written response request letter for Gang Buntu asset cooperation, Medan. b. Surat permohonan tanggapan tertulis Penghapusbukuan asset di Magelang untuk proyek tol Jogja -Bawen. / Written response request letter for asset write-off in Magelang for the Jogja-Bawen toll road project. c. Surat permohonan tanggapan tertulis Kerjasama asset Grand Boutique Centre, Mangga Dua. / Written response request letter for Grand Boutique Center asset cooperation, Mangga Dua.	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
16	29 November 2024 / November 29, 2024	Pembahasan terkait dengan Pertemuan Komite Tata Kelola Terintegrasi (KTKT) / Discussion related to the Integrated Governance Committee (KTKT) Meeting	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation

Agenda, Tanggal, dan Kehadiran Rapat Gabungan Direksi Bersama Dewan Komisaris Tahun 2024

Di tahun 2024, Dewan Komisaris telah mengikuti rapat gabungan bersama Direksi sebanyak 15 kali rapat. Informasi agenda, tanggal dan kehadiran rapat gabungan Dewan Komisaris bersama Direksi di tahun 2024 adalah sebagai berikut:

Agenda, Date, and Attendance of Joint Meeting of the Board of Directors and the Board of Commissioners in 2024

In 2024, the Board of Commissioners attended 15 joint meetings with the Board of Directors. Information on the agenda, date, and attendance of joint meetings of the Board of Commissioners and the Board of Directors in 2024 is as follows:

Tabel Agenda, Tanggal dan Peserta Rapat Gabungan Tahun 2024

Table of Agenda, Date and Participants of the 2024 Joint Meeting

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
1	8 Januari 2024 / January 8, 2024	Pembahasan Aksi Korporasi KCJB / KCJB Corporate Action Discussion	Said Aqil Siroj	Tidak Hadir / Absent	Izin Sakit / Sick
			Rochadi	Hadir / Present	-
			Riza Primadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Tidak Hadir / Absent	Izin Sakit / Sick
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Izin Sakit / Sick
			Mohamad Risal Wasal	Hadir / Present	-

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
2	17 Januari 2024 / January 17, 2024	Pembahasan Surat Usulan PMN kepada PT KCI / Discussion of PMN Proposal Letter to PT KCI	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Riza Primadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
3	5 April 2024 / April 5, 2024	Pembahasan Beban TAC PT KAI (Persero) Tahun 2023 / Discussion of PT KAI (Persero) TAC Expenses in 2023	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-
4	8 Mei 2024 / May 8, 2024	Kinerja Triwulan I 2024 / Q1-2024 Performance	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Diah Natalisa	Hadir	-
			Endang Tirtana	Hadir	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
5	20 Juni 2024 / June 20, 2024	Kinerja Audited 2023 / 2023 Audited Performance	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-
6	26 Juni 2024 / June 26, 2024	Pembahasan Penyelesaian CDS KCJB / Discussion of KCJB CDS Settlement	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
			Elen Setiadi	Hadir / Present	-
7	11 September 2024 / September 11, 2024	Pendalaman isu strategis KCJB, mencakup: / In-depth discussion of the KCJB strategic issues, including: a. Penyelesaian CDS tahun 2024 dan jangka Panjang / Completion of CDS in 2024 and long term b. Evaluasi kinerja, upaya peningkatan kinerja dan pendapatan, efisiensi biaya di KCIC / Performance evaluation, efforts to improve performance and income, cost efficiency at KCIC c. Laporan realisasi setoran modal dan/ atau SHL kepada PSBI/ KCIC / Report on the realization of capital deposits and/or SHL to PSBI/KCIC d. Laporan serapan PMN yang disalurkan kepada PSBI/ KCIC / Report on PMN absorption distributed to PSBI/KCIC e. Isu strategis lainnya terkait KCJB. / Other strategic issues related to KCJB.	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
8	2 Oktober 2024 / October 2, 2024	Pembahasan Rencana Jangka Panjang Perusahaan (RJPP) / Discussion of the Company's Long-Term Plan (RJPP)	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
9	23 Oktober 2024 / October 23, 2024	a. Pembahasan Road Map Pengelolaan SDM / Discussion of the Road Map for Human Resource Management b. Mekanisme koordinasi Komite Nominasi dan Remunerasi (KNR) dengan Direktur SDM dan Umum (D6) / Coordination mechanism of the Nomination and Remuneration Committee (KNR) with the Director of Human Resources and General Affairs (D6) c. Follow up masalah pelanggaran (fraud) pekerja / Follow up on employee fraud issues	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
10	28 Oktober 2024 / October 28, 2024	Pembahasan RKAP 2025 dan Laporan ICOFR / Discussion of 2023 RKAP and ICOFR Report	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
11	13 November 2024 / November 13, 2024	a. Usulan aksi korporasi penghapusbukuan dan kerjasama aset PT KAI (Persero). / Proposal for corporate action for write-off and cooperation of PT KAI (Persero) assets. b. Evaluasi atas pelaksanaan kerjasama dengan pihak ketiga yang telah berjalan. / Evaluation of the implementation of cooperation with third parties that has been running. c. Rencana optimalisasi aset PT KAI (Persero). / Plan for optimizing PT KAI (Persero) assets. d. Isu strategis lainnya di lingkungan Direktorat Pengembangan Usaha dan Kelembagaan. / Other strategic issues within the Directorate of Business and Institutional Development.	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
12	13 November 2024 / November 13, 2024	Pembahasan Kinerja Triwulan III Tahun 2024 / Discussion of Q3-2024 Performance	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
13	20 November 2024 / November 20, 2024	Pembahasan Rencana Setoran Modal PT KAI (Persero) kepada PT Moda Integrasi Transportasi Jabodetabek Tahun 2023 / Discussion of PT KAI (Persero) Capital Deposit Plan to PT Moda Integrasi Transportasi Jabodetabek in 2023	Said Aqil Siroj	Hadir / Present	-
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Tidak Hadir / Absent	Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation
14	4 Desember 2024 / December 4, 2024	Pembahasan Rancangan Peraturan Direksi tentang Pedoman Penerapan Manajemen Risiko / Discussion of the Draft Regulation of the Board of Directors on Guidelines for the Implementation of Risk Management	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Hadir / Present	-
			Endang Tirtana	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-
15	18 Desember 2024 / December 18, 2024	Pembahasan Usulan Rencana Setoran Modal kepada PT KCI / Discussion of the Proposed Capital Deposit Plan to PT KCI	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed
			Rochadi	Hadir / Present	-
			Chairul Anwar	Hadir / Present	-
			Diah Natalisa	Tidak Hadir / Absent	Menjalankan Ibadah Umroh / Performed Umrah Pilgrimage
			Endang Tirtana	Hadir / Present	-
			Johan Sirait	Hadir / Present	-
			Sri Paduka Mangkoenagoro X	Hadir / Present	-
			Mohamad Risal Wasal	Hadir / Present	-

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DEWAN KOMISARIS

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Anggota Dewan Komisaris

Perseroan memahami bahwa program pelatihan dan/atau peningkatan kompetensi merupakan sesuatu yang penting, agar Dewan Komisaris dapat selalu mendapatkan informasi perkembangan terkini dari *core business* dan bisnis penunjang Perusahaan, hingga perkembangan peraturan perundang-undangan yang berlaku. Perseroan mengatur kebijakan pelatihan dan/ atau peningkatan kompetensi bagi anggota Dewan Komisaris di dalam Board Manual, dengan uraian ketentuan berikut:

1. Program Peningkatan Kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris dan dimasukkan dalam Rencana Kerja dan Anggaran Dewan Komisaris.
2. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam rencana kerja dan anggaran tahunan Dewan Komisaris.
3. Setiap Anggota Dewan Komisaris yang mengikuti program peningkatan kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada Anggota Dewan Komisaris lainnya dalam rangka berbagai informasi dan pengetahuan (*sharing knowledge*).
4. Anggota Dewan Komisaris yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas dan disampaikan kepada Dewan Komisaris.

Program Peningkatan Kapabilitas dapat berbentuk seminar, lokakarya, pelatihan, pelatihan *in-house*, studi banding, dan program lainnya yang berkaitan dengan:

1. Pengetahuan terkait prinsip hukum korporasi dan *updating* peraturan perundang-undangan yang berhubungan dengan kegiatan usaha perusahaan.
2. Pengetahuan terkait Lingkungan Bisnis dan *issue* perekonomian terkini.
3. Pengetahuan terkait tugas fungsi pengawasan Sistem Pengendalian Internal, Manajemen Risiko, Sistem Manajemen Mutu, Internal Audit, *Good Corporate Governance*, Sistem Informasi Teknologi, Kebijakan akuntansi dan Pelaporan Keuangan, Pengelolaan *Human Capital*, *research and development* dan Kebijakan Pengadaan Barang dan Jasa.
4. Pengetahuan terkait perusahaan pesaing, perusahaan pengganti, perusahaan kelas dunia/perusahaan *benchmark*.

TRAINING AND/OR COMPETENCY DEVELOPMENT FOR MEMBERS OF THE BOARD OF COMMISSIONERS

Policy on Training and/or Competency Development for Members of the Board of Commissioners

The Company recognizes that training and/or competency development programs are essential for ensuring that the Board of Commissioners stays informed about the latest advancements in the Company's core business, supporting businesses, and relevant laws and regulations. The policies governing training and/or competency development for members of the Board of Commissioners are outlined in the Board Manual, with the following key points:

1. The Competency Development Program aims to enhance the effectiveness of the Board of Commissioners' work and is incorporated into the Board of Commissioners' Work Plan and Budget.
2. Plans for executing the capability development program must be integrated into the Board of Commissioners' annual work plan and budget.
3. Each Member of the Board of Commissioners who participates in a capability development program, such as seminars and/or training, is encouraged to present their learnings to fellow Board members to facilitate the sharing of information and knowledge.
4. The participating Member of the Board of Commissioners is responsible for preparing a report on the implementation of the capability development program and submitting it to the Board of Commissioners.

The Competency Development Program may consist of seminars, workshops, training sessions, in-house training, comparative studies, and other related initiatives, focusing on:

1. Knowledge pertaining to corporate legal principles and updates on laws and regulations impacting the Company's business activities.
2. Insights about the business environment and contemporary economic issues.
3. Understanding of the supervisory functions surrounding the Internal Control System, Risk Management, Quality Management System, Internal Audit, Good Corporate Governance, Information Technology Systems, Accounting Policies and Financial Reporting, Human Capital Management, Research and Development, and Procurement of Goods and Services Policies.
4. Knowledge of competing companies, potential disruptors, and world-class/benchmark companies.

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Dewan Komisaris Tahun 2024

Pelatihan dan/atau peningkatan kompetensi yang diikuti oleh masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

Training and/or Competency Development Undertaken by Members of the Board of Commissioners in 2024

In 2024, the training and/or competency development undertaken by each member of the Board of Commissioners is as follows:

Tabel Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Tahun 2024

Table of Training and/or Competency Improvement for the Board of Commissioners in 2024

No	Nama / Name	Jabatan / Position	Pelatihan / Training	Waktu / Time	Lokasi / Location	Penyelenggara / Organizers
1	Said Aqil Siroj	Komisaris Utama/ Independen / President/ Independent Commissioner	Advanced Governance, Risk, and Compliance For Executives	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
2	Rochadi	Komisaris Independen / Independent Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm	1 Agustus 2024 / August 1, 2024	Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
3	Diah Natalisa	Komisaris / Commissioner	Audit Committees In New Era Governance	17-19 Juni 2024 / Juni 17-19, 2024	Boston, USA	Harvard Business School
			Advanced Governance, Risk, and Compliance For Executives	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			The 3rd Lead In Asia Conference	27-29 November 2024 / November 27-29, 2024	Bali	RMIT University
4	Chairul Anwar	Komisaris / Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			The 3rd Lead In Asia Conference	27-29 November 2024 / November 27-29, 2024	Bali	RMIT University
5	Endang Tirtana	Komisaris Independen / Independent Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 / September 2, 2024	Bandung	Sinergi Development Group
			The 3rd Lead In Asia Conference	27-29 November 2024	Bali	RMIT University
6	Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	Audit Committees In New Era Governance	17-19 Juni 2024 / June 17-19, 2024	Boston, USA	Harvard Business School
			The 3rd Lead In Asia Conference	27-29 November 2024 / November 27-29, 2024	Bali	RMIT University

PROGRAM ORIENTASI BAGI KOMISARIS BARU TAHUN 2024

Perseroan menerapkan program pengenalan bagi anggota Dewan Komisaris baru. Program pengenalan diterapkan guna memberikan pemahaman mendasar bagi anggota Dewan Komisaris baru, terkait hal-hal sebagai berikut:

1. Pelaksanaan prinsip-prinsip GCG oleh BUMN.
2. Gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.

ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS IN 2024

The Company has established an induction program designed for new members joining the Board of Commissioners. This program aims to provide essential insights into various critical areas, including:

1. Implementation of GCG principles by SOE.
2. Overview of SOE, encompassing its objectives, nature, scope of operations, financial and operational performance, strategic direction, as well as short-term and long-term business plans, competitive position, risks, and other strategic issues.

3. Keterangan berkaitan dengan struktur organisasi perusahaan, aturan dasar perusahaan, dan fasilitas Dewan Komisaris.
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris serta hal-hal yang tidak diperbolehkan.

Di tahun 2024, terdapat perubahan Dewan Komisaris baru yaitu Elen Setiadi sebagai Komisaris, program orientasi telah dilaksanakan pada tanggal 13 Maret 2024 secara *daring*.

KEPUTUSAN DAN PELAKSANAAN TUGAS DEWAN KOMISARIS

Dewan Komisaris telah melaksanakan tugas melalui berbagai bentuk kegiatan. Pelaksanaan tugas tersebut mencakup pelaksanaan rapat, baik berupa rapat internal maupun rapat gabungan bersama Direksi. Dalam rangka mendapatkan informasi yang lebih lengkap dan mendalam, Dewan Komisaris melaksanakan kunjungan langsung ke wilayah kerja/ operasional Perseroan. Di samping itu, Dewan Komisaris melaksanakan tugas dengan melakukan korespondensi/ surat tertulis, baik kepada Direksi maupun kepada pemegang saham, yang ditujukan sebagai pemberian laporan, tanggapan tertulis, serta pemberian nasihat.

Pelaksanaan tugas Dewan Komisaris di tahun 2024 terdiri atas kegiatan korespondensi, pelaksanaan rapat, serta kegiatan di luar kegiatan rutin, dengan uraian sebagai berikut:

A. Surat-Menyurat

Dewan Komisaris memberikan tanggapan, arahan, nasehat serta laporan yang diperlukan, baik kepada Direksi maupun kepada pemegang saham, dengan perincian sebagai berikut:

1. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 01/CG/KOM/I/2024, tanggal 5 Januari 2024 perihal Persetujuan Pengurus Anak Perusahaan PT KAI (Persero).
2. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 02/CF/KOM/I/2024, tanggal 5 Januari 2024 perihal Tanggapan Dewan Komisaris atas Penugasan Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara Tahun Anggaran 2023.
3. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 03/CF/KOM/I/2024, tanggal 5 Januari 2024 perihal Pemenuhan Kewajiban Perusahaan atas Penerapan Peraturan Menteri BUMN No. PER-02/MBU/03/2023.

3. Information about the company's organizational structure, fundamental rules, and resources available to the Board of Commissioners.
4. Guidelines regarding the roles and responsibilities of the Board of Commissioners, including prohibitions.

In 2024, there was a new member of the Board of Commissioners, namely Elen Setiadi as Commissioner, the orientation program was carried out online on March 13, 2024.

DECISIONS AND IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES

The Board of Commissioners has fulfilled its responsibilities through a variety of activities. This involves conducting both internal meetings and joint meetings with the Board of Directors. To gain comprehensive insights, the Board undertakes direct visits to the Company's operational areas. Furthermore, the Board communicates through written correspondence to both the Board of Directors and shareholders, which includes reports, written feedback, and advisory notes.

In 2024, the execution of the Board of Commissioners' duties encompassed correspondence activities, meetings, and additional engagements beyond routine responsibilities, detailed as follows:

A. Correspondence

The Board of Commissioners provides necessary responses, guidance, recommendations, and reports to the Board of Directors and shareholders, with the following specifics:

1. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 01/CG/KOM/I/2024, dated January 5, 2024 regarding Approval of the Management of PT KAI (Persero) Subsidiaries.
2. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 02/CF/KOM/I/2024, dated January 5, 2024 regarding the Board of Commissioners' Response to the Assignment of Maintenance and Operation of State-Owned Railway Infrastructure for the 2023 Fiscal Year.
3. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 03/CF/KOM/I/2024, dated January 5, 2024 regarding Fulfillment of the Company's Obligations for the Implementation of the Regulation of the Minister of SOEs No. PER-02/MBU/03/2023.

4. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 05/CH/KOM/II/2024, tanggal 9 Januari 2024 perihal Tanggapan Dewan Komisaris atas Rencana Pemberian Pinjaman Pemegang Saham (*Shareholder's Loan*) kepada PT PSBI dalam rangka Pendanaan *Cost Overrun* Proyek KCJB, Pemenuhan Biaya Usaha PT PSBI Tahun 2023 dan Perubahan Penggunaan PMB TA 2022.
 5. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 06/CF/KOM/II/2024 tanggal 17 Januari 2024 perihal Tanggapan Dewan Komisaris atas Rencana Tambahan Penyertaan Modal Negara kepada PT Kereta Api Indonesia (Persero) Tahun Anggaran 2025.
 6. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 07/CF/KOM/II/2024 tanggal 19 Januari 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) di Desa Gadobangkong.
 7. Surat Dewan Komisaris kepada Menteri BUMN selaku Pemegang Saham No. 08/CF/KOM/II/2024 tanggal 19 Januari 2024 perihal Tanggapan dan Saran Dewan Komisaris atas Usulan RKAP Tahun 2024.
 8. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 12/CG/KOM/II/2024, tanggal 19 Februari 2024 perihal Tindak Lanjut Pelaksanaan Reviu *Internal Control Over Financial Reporting* (ICOFR) PT KAI (Persero).
 9. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 13/CF/KOM/II/2024, tanggal 19 Februari 2024 perihal Persetujuan atas Usulan Direksi PT Kereta Cepat Indonesia China.
 10. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 14/CG/KOM/II/2024, tanggal 19 Februari 2024 perihal Usulan Perubahan Nomenklatur dan Pemindahan Fungsi pada PT Kereta Api Indonesia (Persero).
 11. Surat Dewan Komisaris kepada Menteri BUMN Up Wakil Menteri BUMN II No. 15/CG/KOM/III/2024, tanggal 20 Maret 2024 perihal Laporan Pembentukan Komite Tata Kelola Terintegrasi PT KAI (Persero).
 12. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 16/CG/KOM/III/2024, tanggal 20 Maret 2024 perihal Penyusunan Buku Putih Penugasan Proyek Strategis PT KAI (Persero).
4. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 05/CH/KOM/II/2024, dated January 9, 2024 regarding the Board of Commissioners' Response to the Shareholder's Loan Provision Plan to PT PSBI in the context of Funding the KCJB Project Cost Overrun, Fulfillment of PT PSBI's Business Costs in 2023 and Changes in the Use of PMB for the 2022 Fiscal Year.
 5. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 06/CF/KOM/II/2024 dated January 17, 2024 regarding the Board of Commissioners' Response to the Plan for Additional State Capital Participation to PT Kereta Api Indonesia (Persero) for the 2025 Fiscal Year.
 6. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 07/CF/KOM/II/2024 dated January 19, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in Gadobangkong Village.
 7. Letter from the Board of Commissioners to the Minister of SOEs as Shareholder No. 08/CF/KOM/II/2024 dated January 19, 2024 regarding the Response and Suggestions of the Board of Commissioners on the Proposal for the 2024 RKAP.
 8. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 12/CG/KOM/II/2024, dated February 19, 2024 regarding Follow-up on the Implementation of the Internal Control Over Financial Reporting (ICOFR) Review of PT KAI (Persero).
 9. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 13/CF/KOM/II/2024, dated February 19, 2024 regarding Approval of the Proposal from the Board of Directors of PT Kereta Cepat Indonesia China.
 10. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 14/CG/KOM/II/2024, dated 19 February 2024 concerning the Proposed Change of Nomenclature and Transfer of Functions at PT Kereta Api Indonesia (Persero).
 11. Letter from the Board of Commissioners to the Minister of SOEs Up Deputy Minister of SOEs II No. 15/CG/KOM/III/2024, dated March 20, 2024 regarding the Report on the Establishment of the Integrated Governance Committee of PT KAI (Persero).
 12. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 16/CG/KOM/III/2024, dated March 20, 2024 regarding the Preparation of the White Paper on Strategic Project Assignments of PT KAI (Persero).

13. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 17/CF/KOM/IV/2024, tanggal 5 April 2024 perihal Permintaan Kebijakan Eksisting dan Evaluasi atas Ambang Batas Kewenangan Transaksi PT KAI (Persero) dan Anak Perusahaan PT KAI (Persero).
14. Surat Dewan Komisaris kepada Ketua Cluster Talent Committee (CTC) BUMN Sektor Logistik No. 18/CF/KOM/IV/2024, tanggal 5 April 2024 perihal Talent Pool PT Kereta Api Indonesia (Persero) / PT KAI (Persero).
15. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 19/CF/KOM/IV/2024, tanggal 22 April 2024 perihal Persetujuan KPI Individual Direksi Tahun 2024.
16. Surat Dewan Komisaris kepada Menteri Badan Usaha Milik Negara No. 20/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permohonan Izin Pelatihan Luar Negeri.
17. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 21/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permintaan kembali atas Buku Putih Penugasan Proyek Strategis PT KAI (Persero).
18. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 22/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permintaan kembali atas permohonan Evaluasi Kebijakan Ambang Batas Kewenangan Transaksi PT KAI (Persero).
19. Surat Dewan Komisaris kepada Menteri BUMN No. 24/CG/KOM/V/2024, tanggal 22 Mei 2024 perihal Tanggapan Dewan Komisaris PT Kereta Api Indonesia (Persero) atas Kinerja Perusahaan pada Triwulan I Tahun 2024.
20. Surat Dewan Komisaris kepada Menteri BUMN No. 25/CG/KOM/V/2024, tanggal 22 Mei 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Triwulan I Tahun 2024.
21. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 28/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Persetujuan Dewan Komisaris terhadap Perusahaan Pemeringkat Periode 2024-2025 dalam rangka Penilaian Tingkat Kesehatan BUMN.
13. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 17/CF/KOM/IV/2024, dated April 5, 2024 regarding the Request for Existing Policies and Evaluation of the Threshold of Transaction Authority of PT KAI (Persero) and Subsidiaries of PT KAI (Persero).
14. Letter from the Board of Commissioners to the Chairperson of the Cluster Talent Committee (CTC) of BUMN Logistics Sector No. 18/CF/KOM/IV/2024, dated April 5, 2024 regarding Talent Pool of PT Kereta Api Indonesia (Persero) / PT KAI (Persero).
15. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 19/CF/KOM/IV/2024, dated April 22, 2024 regarding Approval of Individual KPI of the Board of Directors in 2024.
16. Letter from the Board of Commissioners to the Minister of State-Owned Enterprises No. 20/CG/KOM/V/2024, dated May 8, 2024 regarding Request for Overseas Training Permit.
17. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 21/CG/KOM/V/2024, dated May 8, 2024 regarding Request for Return of the White Paper on Strategic Project Assignments of PT KAI (Persero).
18. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 22/CG/KOM/V/2024, dated May 8, 2024 regarding the Request for a Return of the Application for Evaluation of the Transaction Authority Threshold Policy of PT KAI (Persero).
19. Letter from the Board of Commissioners to the Minister of SOEs No. 24/CG/KOM/V/2024, dated May 22, 2024 regarding the Response of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on the Company's Performance in the First Quarter of 2024.
20. Letter from the Board of Commissioners to the Minister of SOEs No. 25/CG/KOM/V/2024, dated May 22, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for the First Quarter of 2024.
21. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 28/CF/KOM/VI/2024, dated June 14, 2024 regarding the Board of Commissioners' Approval of the Rating Company for the 2024-2025 Period in the context of the BUMN Health Level Assessment.

22. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 29/CH/KOM/VI/2024, tanggal 14 Juni 2024 perihal Evaluasi Dewan Komisaris atas Tinjauan Lapangan Subdivre I Aceh.
23. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 30/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Permintaan Ketiga atas Buku Putih Penugasan Proyek Strategis PT KAI (Persero).
24. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 31/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Permintaan ketiga atas Permohonan Evaluasi Kebijakan Ambang Batas Kewenangan Transaksi PT KAI (Persero).
25. Surat Dewan Komisaris kepada Direktur Utama PT INKA (Persero) No. 32/CG/KOM/VI/2024, tanggal 17 Juni 2024 perihal Kunjungan Dewan Komisaris Ke PT INKA.
26. Surat Dewan Komisaris kepada Menteri BUMN No. 33/CF/KOM/VI/2024, tanggal 20 Juni 2024 perihal Usulan Penetapan Kantor Akuntan Publik (KAP) untuk Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2024.
27. Surat Dewan Komisaris kepada Menteri BUMN No. 34/CF/KOM/VI/2024, tanggal 20 Juni 2024 perihal Usulan Remunerasi Direksi dan Dewan Komisaris atas Kinerja Tahun Buku 2023.
28. Surat Dewan Komisaris kepada Menteri BUMN No. 35/CG/KOM/VI/2024, tanggal 20 Juni 2024 perihal Tanggapan dan Saran Dewan Komisaris atas Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023 (Audited).
29. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 36/CG/KOM/VI/2024, tanggal 20 Juni 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2023.
30. Surat Dewan Komisaris kepada Menteri BUMN, Direktur Utama PT Kereta Api Indonesia (Persero) No. 37/CF/KOM/VI/2024, tanggal 26 Juni 2024 perihal Usulan Penggunaan Laba Bersih Tahun 2023.
22. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 29/CH/KOM/VI/2024, dated June 14, 2024 regarding the Board of Commissioners' Evaluation of the Field Review of Subdivre I Aceh.
23. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 30/CF/KOM/VI/2024, dated June 14, 2024 regarding the Third Request for the White Paper on Strategic Project Assignments of PT KAI (Persero).
24. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 31/CF/KOM/VI/2024, dated June 14, 2024 regarding the third Request for the Application for Evaluation of the Transaction Authority Threshold Policy of PT KAI (Persero).
25. Letter from the Board of Commissioners to the President Director of PT INKA (Persero) No. 32/CG/KOM/VI/2024, dated June 17, 2024 regarding the Visit of the Board of Commissioners to PT INKA.
26. Letter from the Board of Commissioners to the Minister of SOEs No. 33/CF/KOM/VI/2024, dated June 20, 2024 regarding the Proposal for the Appointment of a Public Accounting Firm (KAP) for the Audit of the Consolidated Financial Statements for the 2024 Fiscal Year.
27. Letter from the Board of Commissioners to the Minister of SOEs No. 34/CF/KOM/VI/2024, dated June 20, 2024 regarding the Proposal for Remuneration of the Board of Directors and Board of Commissioners for the Performance of the 2023 Fiscal Year.
28. Letter of the Board of Commissioners to the Minister of SOEs No. 35/CG/KOM/VI/2024, dated June 20, 2024 regarding the Response and Suggestions of the Board of Commissioners on the Performance of PT Kereta Api Indonesia (Persero) for the 2023 Financial Year (Audited).
29. Letter of the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 36/CG/KOM/VI/2024, dated June 20, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for 2023.
30. Letter of the Board of Commissioners to the Minister of SOEs, President Director of PT Kereta Api Indonesia (Persero) No. 37/CF/KOM/VI/2024, dated June 26, 2024 regarding the Proposed Use of Net Profit for 2023.

31. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 38/CG/KOM/VII/2024, tanggal 5 Juli 2024 perihal Pemberitahuan dan Permohonan Penyelesaian Administrasi Anggota Komite Nominasi dan Remunerasi.
32. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 39/CG/KOM/VII/2024, tanggal 26 Juli 2024 perihal Penyerahan buku "Pemantauan Implementasi Enterprise Risk Management (ERM) di PT KAI".
33. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 40/CG/KOM/VIII/2024, tanggal 1 Agustus 2024 perihal Kunjungan Dewan Komisaris ke Proyek Pengembangan Sumbagsel.
34. Surat Dewan Komisaris kepada Menteri BUMN No. 41/CG/KOM/VIII/2024, tanggal 1 Agustus 2024 perihal Laporan Perjalanan Dinas Luar Negeri ke USA.
35. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 42/CF/KOM/VIII/2024, tanggal 7 Agustus 2024 perihal Tanggapan Tertulis Penerbitan Obligasi Tahun 2024.
36. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 43/CH/KOM/VIII/2024, tanggal 16 Agustus 2024 perihal Penasehatan Dewan Komisaris terkait Kebijakan Mutasi dan Pengembangan SDM PT KAI (Persero).
37. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 44/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Permohonan Persetujuan Penetapan Perubahan Struktur Organisasi Perusahaan 1 (satu) Tingkat di Bawah Direksi.
38. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 45/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) di Desa Gadobangkong.
39. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 46/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan
31. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 38/CG/KOM/VII/2024, dated July 5, 2024 regarding Notification and Request for Settlement of Administration of Members of the Nomination and Remuneration Committee.
32. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 39/CG/KOM/VII/2024, dated July 26, 2024 regarding Submission of the book "Monitoring of Enterprise Risk Management (ERM) Implementation at PT KAI".
33. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 40/CG/KOM/VIII/2024, dated August 1, 2024 regarding the Visit of the Board of Commissioners to the Sumbagsel Development Project.
34. Letter from the Board of Commissioners to the Minister of SOEs No. 41/CG/KOM/VIII/2024, dated August 1, 2024 regarding the Report on Overseas Travel to the USA.
35. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 42/CF/KOM/VIII/2024, dated August 7, 2024 regarding the Written Response to the Issuance of Bonds in 2024.
36. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 43/CH/KOM/VIII/2024, dated August 16, 2024 regarding the Advisory from the Board of Commissioners regarding the Policy on Mutation and Human Resource Development of PT KAI (Persero).
37. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 44/CH/KOM/VIII/2024, dated August 30, 2024 regarding the Request for Approval of the Determination of Changes to the Company's Organizational Structure 1 (one) Level Below the Board of Directors.
38. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 45/CH/KOM/VIII/2024, dated August 30, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in Gadobangkong Village.
39. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 46/CH/KOM/VIII/2024, dated August

Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) sehubungan dengan kepemilikan tanah oleh Kasultanan Ngayogyakarta Hadiningrat.

40. Surat Dewan Komisaris kepada Menteri BUMN No. 47/CF/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan Dewan Komisaris PT KAI (Persero) atas Kinerja Perusahaan pada Semester I Tahun 2024.
41. Surat Dewan Komisaris kepada Menteri BUMN No. 48/CG/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Semester I Tahun 2024.
42. Surat Dewan Komisaris kepada Menteri BUMN No. 49/CG/KOM/IX/2024, tanggal 20 September 2024 perihal Permohonan Izin Benchmark Luar Negeri.
43. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 50/CH/KOM/IX/2024, tanggal 20 September 2024 perihal Tanggapan Tertulis atas Usulan Pengurus Anak Perusahaan.
44. Surat Dewan Komisaris kepada Deputy Bidang Keuangan dan Manajemen Resiko No. 51/CF/KOM/IX/2024, tanggal 20 September 2024 perihal Penjelasan Keterlambatan Penyampaian Laporan Keuangan Audited Tahun Buku 2023.
45. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 52/CF/KOM/IX/2024, tanggal 20 September 2024 perihal Remunerasi Organ Pendukung Dewan Komisaris tahun 2024.
46. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 53/CG/KOM/IX/2024, tanggal 30 September 2024 perihal Penyampaian Benchmark Luar Negeri.
47. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 54/CF/KOM/X/2024, tanggal 10 Oktober 2024 perihal Penasehatan Dewan Komisaris terkait dengan peningkatan efisiensi perusahaan.
48. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 55/CF/KOM/X/2024, tanggal 10 Oktober 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Kerja Sama Pemanfaatan Aset Tanah Milik PT Kereta Api Indonesia (Persero) di Kawasan Grand Boutique Centre, Mangga Dua.

30, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in connection with land ownership by the Ngayogyakarta Hadiningrat Sultanate.

40. Letter from the Board of Commissioners to the Minister of SOEs No. 47/CF/KOM/VIII/2024, dated August 30, 2024 regarding the Response of the Board of Commissioners of PT KAI (Persero) regarding the Company's Performance in Semester I of 2024.
41. Letter from the Board of Commissioners to the Minister of SOEs No. 48/CG/KOM/VIII/2024, dated August 30, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) Semester I of 2024.
42. Letter from the Board of Commissioners to the Minister of SOEs No. 49/CG/KOM/IX/2024, dated September 20, 2024 regarding the Application for Overseas Benchmark Permit.
43. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 50/CH/KOM/IX/2024, dated September 20, 2024 regarding the Written Response to the Proposal of the Management of Subsidiaries.
44. Letter from the Board of Commissioners to the Deputy for Finance and Risk Management No. 51/CF/KOM/IX/2024, dated September 20, 2024 regarding Explanation of Delay in Submission of Audited Financial Report for Fiscal Year 2023.
45. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 52/CF/KOM/IX/2024, dated September 20, 2024 regarding Remuneration of Supporting Organs of the Board of Commissioners in 2024.
46. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 53/CG/KOM/IX/2024, dated September 30, 2024 regarding Submission of Foreign Benchmarks.
47. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 54/CF/KOM/X/2024, dated October 10, 2024 regarding Advisory from the Board of Commissioners regarding increasing company efficiency.
48. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 55/CF/KOM/X/2024, dated October 10, 2024 regarding the Written Response of the Board of Commissioners to the Cooperation Plan for the Utilization of Land Assets Owned by PT Kereta Api Indonesia (Persero) in the Grand Boutique Center Area, Mangga Dua.

49. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 56/CF/KOM/XI/2024, tanggal 25 Oktober 2024 perihal Penetapan Besaran Imbalan Jasa Pengadaan KAP untuk General Audit PT Kereta Api Indonesia (Persero) Tahun Buku 2024.
50. Surat Dewan Komisaris kepada Menteri BUMN No. 57/CG/KOM/XI/2024, tanggal 1 November 2024 perihal Laporan Perjalanan Dinas Luar Negeri.
51. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 58/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Penasehatan Dewan Komisaris terkait dengan Pengelolaan SDM.
52. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 59/CH/KOM/XI/2024, tanggal 1 November 2024 perihal Persetujuan Perubahan Struktur Organisasi Perusahaan 1 (Satu) Tingkat di Bawah Direksi.
53. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 60/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Permintaan Penyampaian Laporan KTKT.
54. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 61/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Penyampaian Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025.
55. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 62/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Pengisian Jabatan Kepala SPI.
56. Surat Dewan Komisaris kepada Menteri BUMN No. 64/CF/KOM/XI/2024, tanggal 13 November 2024 perihal Tanggapan Dewan Komisaris PT Kereta Api Indonesia (Persero) atas Kinerja Perusahaan pada Triwulan III Tahun 2024.
57. Surat Dewan Komisaris kepada Menteri BUMN No. 65/CG/KOM/XI/2024, tanggal 13 November 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Triwulan III Tahun 2024.
49. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 56/CF/KOM/XI/2024, dated October 25, 2024 regarding the Determination of the Amount of Remuneration for KAP Procurement Services for the General Audit of PT Kereta Api Indonesia (Persero) for the 2024 Fiscal Year.
50. Letter from the Board of Commissioners to the Minister of SOEs No. 57/CG/KOM/XI/2024, dated November 1, 2024 regarding the Report on Overseas Travel.
51. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 58/CF/KOM/XI/2024, dated November 1, 2024 regarding Advisory from the Board of Commissioners regarding HR Management.
52. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 59/CH/KOM/XI/2024, dated November 1, 2024 regarding Approval of Changes to the Company's Organizational Structure 1 (One) Level Below the Board of Directors.
53. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 60/CF/KOM/XI/2024, dated November 1, 2024 regarding Request for Submission of KTKT Report.
54. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 61/CF/KOM/XI/2024, dated November 1, 2024 regarding Submission of the Board of Commissioners' Work Plan and Budget for 2025.
55. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 62/CF/KOM/XI/2024, dated November 1, 2024 regarding Filling the Position of Head of SPI.
56. Letter from the Board of Commissioners to the Minister of SOEs No. 64/CF/KOM/XI/2024, dated November 13, 2024 regarding the Response of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on the Company's Performance in the Third Quarter of 2024.
57. Letter from the Board of Commissioners to the Minister of SOEs No. 65/CG/KOM/XI/2024, dated November 13, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for the Third Quarter of 2024.

58. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 66/CG/KOM/XI/2024, tanggal 20 November 2024 perihal Tanggapan Dewan Komisaris Terhadap Rencana Kerjasama Pemanfaatan Aset Tanah Milik PT KAI (Persero) di Kawasan Grand Boutique Centre, Mangga Dua.
59. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 67/CF/KOM/XI/2024, tanggal 20 November 2024 perihal Tanggapan Dewan Komisaris Terhadap Rencana Kerjasama Pemanfaatan Lahan di Jalan Jawa, Kelurahan Gang Buntu, Kecamatan Medan Timur, Kota Medan.
60. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 68/CF/KOM/XI/2024, tanggal 28 November 2024 perihal Kunjungan Resologi Canada.
61. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 70/CH/KOM/XII/2024, tanggal 9 Desember 2024 perihal Permintaan Pelaksanaan Asessment Psikologis Calon EVP of Internal Audit.
62. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 71/CF/KOM/XII/2024, tanggal 9 Desember 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Setoran Modal PT KAI (Persero) kepada PT Moda Integrasi Transportasi Jabodetabek (MITJ) Tahun 2023.
63. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 72/CH/KOM/XII/2024, tanggal 9 Desember 2024 perihal Persetujuan Pedoman Manajemen Risiko PT KAI (Persero).
64. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 74/CF/KOM/XII/2024, tanggal 20 Desember 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Setoran Modal PT KAI (Persero) kepada PT Kereta Commuter Indonesia.
65. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 75/CF/KOM/XII/2024, tanggal 23 Desember 2024 perihal Addendum Kontrak Manajemen KPI Tahun 2024.
58. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 66/CG/KOM/XI/2024, dated November 20, 2024 regarding the Board of Commissioners' Response to the Planned Cooperation on the Utilization of Land Assets Owned by PT KAI (Persero) in the Grand Boutique Center Area, Mangga Dua.
59. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 67/CF/KOM/XI/2024, dated November 20, 2024 regarding the Board of Commissioners' Response to the Planned Cooperation on the Utilization of Land on Jalan Jawa, Gang Buntu Village, Medan Timur District, Medan City.
60. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 68/CF/KOM/XI/2024, dated 28 November 2024 regarding the Visit of Resologi Canada.
61. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 70/CH/KOM/XII/2024, dated 9 December 2024 regarding the Request for Implementation of Psychological Assessment for Candidates for EVP of Internal Audit.
62. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 71/CF/KOM/XII/2024, dated 9 December 2024 regarding the Written Response of the Board of Commissioners to the Capital Deposit Plan of PT KAI (Persero) to PT Moda Integrasi Transportasi Jabodetabek (MITJ) in 2023.
63. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 72/CH/KOM/XII/2024, dated December 9, 2024 regarding Approval of Risk Management Guidelines of PT KAI (Persero).
64. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 74/CF/KOM/XII/2024, dated December 20, 2024 regarding Written Response of the Board of Commissioners to the Capital Deposit Plan of PT KAI (Persero) to PT Kereta Commuter Indonesia.
65. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 75/CF/KOM/XII/2024, dated December 23, 2024 regarding Addendum to the 2024 KPI Management Contract.

66. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 76/CH/KOM/XII/2024, tanggal 24 Desember 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) untuk Jalan Tol Yogyakarta – Bawen di Kabupaten Magelang.
67. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 77/CF/KOM/XII/2024, tanggal 24 Desember 2024 perihal Tanggapan Dewan Komisaris atas Penerimaan Pinjaman Jangka Panjang dalam rangka Pengadaan 612 unit kereta SS New Generation untuk program Replacement Tahun 2023-2026.

66. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 76/CH/KOM/XII/2024, dated December 24, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) for the Yogyakarta – Bawen Toll Road in Magelang Regency.
67. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 77/CF/KOM/XII/2024, dated December 24, 2024 regarding the Board of Commissioners' Response to the Receipt of Long-Term Loans in the context of the Procurement of 612 SS New Generation train units for the Replacement Program for 2023-2026.

B. Rapat Internal dan Gabungan Dewan Komisaris

Pengungkapan mengenai pelaksanaan rapat internal Dewan Komisaris, mencakup tanggal pelaksanaan, agenda, serta peserta rapat telah disajikan di dalam subbagian Agenda, Tanggal, dan Peserta Rapat Internal Dewan Komisaris tahun 2024.

B. Internal and Joint Meetings of the Board of Commissioners

Details regarding the conduct of internal meetings, including the dates, agendas, and attendees, are presented in the Agenda, Date, and Participants section of the Internal Meeting of the Board of Commissioners in 2024.

C. Kegiatan Dewan Komisaris di Luar Kegiatan Rutin

Di tahun 2024, Dewan Komisaris melaksanakan kegiatan di luar kegiatan rutin, dengan perincian sebagai berikut:

C. Additional Activities of the Board of Commissioners

In 2024, the Board of Commissioners engaged in activities outside of routine operations, further detailed as follows:

No	Tanggal / Date	Agenda / Agenda	Kehadiran / Attendance
1	23 Desember 2023-7 Januari 2024 / December 23, 2024 – January 7, 2024	Posko Angkutan Natal 2023 dan Tahun Baru 2024 / Christmas 2023 and New Year 2024 Transportation Post	All BOC
2	5 Januari 2024 / January 5, 2024	Pemantauan Lokasi PLH KA Turangga dan KA Lokal Bandung Raya / Monitoring of the PLH Location of Turangga Train and Bandung Raya Local Train	Chairul Anwar dan Risal Wasal / Chairul Anwar and Risal Wasal
3	6 Januari 2024 / January 6, 2024	Menghadiri Penyerahan Santunan Korban PLH KA Turangga dan KA Lokal Bandung Raya di kantor Pusat / Attending the Handover of Compensation for Victims of PLH KA Turangga and Bandung Raya Local Train at the Head Office	Chairul Anwar, Risal Wasal dan Sri Paduka Mangkoenagoro X / Chairul Anwar, Risal Wasal, and Sri Paduka Mangkoenagoro X
4	19 Januari 2024 / January 19, 2024	Pertemuan dengan Direktur BSSN mengenai penanganan aksi cyber crime kepada PT KAI (Persero) / Meeting with the Director of BSSN regarding handling of cyber crime actions against PT KAI (Persero)	Rochadi, Chairul Anwar dan Ibu Diah / Rochadi, Chairul Anwar, and Ms. Diah
5	29 Januari 2024 / January 29, 2024	Agenda Rapat Umum Pemegang Saham PT KAI (Persero) / Agenda of the General Meeting of Shareholders of PT KAI (Persero)	Chairul Anwar, Risal Wasal, Rochadi, Riza Primadi, Endang Tirtana dan Johan Sirait / Chairul Anwar, Risal Wasal, Rochadi, Riza Primadi, Endang Tirtana and Johan Sirait
6	30 Januari 2024 / January 30, 2024	Agenda Safety, Security, Non Railways Assets Programme 2024	Chairul Anwar, Riza Primadi, Rochadi, dan Sri Paduka Mangkoenagoro X / Chairul Anwar, Riza Primadi, Rochadi, and Sri Paduka Mangkoenagoro X
7	17-18 Februari 2024 / February 17-18, 2024	Management Safety Walkthrough Daop 3 Cirebon	Riza Primadi
8	17-18 Februari 2024 / February 17-18, 2024	Management Safety Walkthrough Daop 6 Yogyakarta	Rochadi
9	22 Februari 2024 / February 22, 2024	Audiensi dengan Pangdam III Sriwijaya / Audience with Commander of III Sriwijaya Military Region	Rochadi
10	23 Februari 2024 / February 23, 2024	Management Safety Walkthrough Daop 9 Jember	Rochadi, Riza Primadi
11	27 Februari 2024 / February 27, 2024	Diskusi dengan KCIC tentang Transfer Knowledge dan CR Beijing / Discussion with KCIC on Knowledge Transfer and CR Beijing	Sri Paduka Mangkoenagoro X
12	28-29 Februari 2024 / February 28-29, 2024	Rapat Kerja PT KAI (Persero) tahun 2024 / PT KAI (Persero) Working Meeting in 2024	Rochadi, Riza Primadi, Chairul, Endang Tirtana

No	Tanggal / Date	Agenda / Agenda	Kehadiran / Attendance
13	5-7 Maret 2024 / March 5-7, 2024	Kereta Inspeksi Angkutan Lebaran 2024 / 2024 Eid Transportation Inspection Train	Rochadi, Chairul Anwar dan Sri Paduka Mangkoenagoro X / Rochadi, Chairul Anwar, and Sri Paduka Mangkoenagoro
14	5 April 2024 / April 5, 2024	Apel Gelar Pasukan Posko Lebaran 2024 / 2024 Eid Post Officials Roll Call	Chairul Anwar, Risal Wasal, Endang Tirtana, Sri Paduka Mangkoenagoro X / Chairul Anwar, Risal Wasal, Endang Tirtana, Sri Paduka Mangkoenagoro X
15	5-6 April 2024 / April 5-6, 2024	Posko Angkutan Lebaran Daop 8 Surabaya / Operational Area 8 Surabaya Eid Transportation Post	Chairul Anwar
16	6 April 2024 / April 6, 2024	Posko Angkutan Lebaran Daop 6 Yogyakarta / Operational Area 6 Yogyakarta Eid Transportation Post	Sri Paduka Mangkoenagoro X
17	7 April 2024 / April 7, 2024	Posko Angkutan Lebaran Daop 2 Bandung / Operational Area 2 Bandung Eid Transportation Post	Sri Paduka Mangkoenagoro X
18	13 April 2024 / April 13, 2024	Posko Angkutan Lebaran Daop 2 Bandung / Operational Area 2 Bandung Eid Transportation Post	Rochadi
19	16 April 2024 / April 16, 2024	Penutupan Posko Angkutan Lebaran Divre III Palembang, Daop 1 Jakarta, Daop 6 Yogyakarta, Daop 2 Bandung / Closing of the Eid Transportation Posts of Division III Palembang, Operational Area 1 Jakarta, Operational Area 6 Yogyakarta, Operational Area 2 Bandung	Said Aqil Siraj, Ibu Diah Natalisa, Sri Paduka Mangkoenagoro X, Rochadi / Said Aqil Siraj, Ms. Diah Natalisa, Sri Paduka Mangkoenagoro X, Rochadi
20	17 April 2024 / April 17, 2024	Coaching Session LRT Jabodebek	Said Aqil Siraj
21	18 April 2024 / April 18, 2024	Halal Bihalal PT KAI Persero / Halal Bihalal of PT KAI Persero	Endang Tirtana
22	19 April 2024 / April 19, 2024	Pertemuan dengan CTC Cluster BUMN / Meeting with BUMN CTC Cluster	Said Aqil Siraj
23	25 April 2024 / April 25, 2024	Kick Off RJPP RISTI	Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X
24	6-8 Mei 2024 / May 6-8, 2024	Kunjungan ke PT INKA Banyuwangi dan Diskusi permasalahan SDM di Daop 9 Jember / Visit to PT INKA Banyuwangi and Discussion of HR issues in Daop 9 Jember	Diah Natalisa
25	10 Mei 2024 / May 10, 2024	MSWT Daop 8 Surabaya / Operational 8 Surabaya MSWT	Diah Natalisa
26	19 Mei 2024 / May 19, 2024	Coaching Session Divre III Palembang / Coaching Session of Regional III Palembang	Said Aqil Siraj
27	21 Mei 2024 / May 21, 2024	Pembahasan Aset PT Senopati Daop 8 Surabaya / Discussion of Assets of PT Senopati Operational Area 8 Surabaya	Chairul Anwar, Rochadi
28	28-29 Mei 2024 / May 28-29, 2024	Kunjungan kereta Makassar-Parepare / Makassar-Parepare train visit	Said Aqil Siraj, Chairul Anwar, Rochadi
29	29 Mei 2024 / May 29, 2024	Implementasi Employee Well Being di Divre III Palembang / Implementation of Employee Well Being in Regional Division III Palembang	Ibu Diah Natalisa / Ms. Diah Natalia
30	3 Juni 2024 / June 3, 2024	Kunjungan ke Balai Diklat Sungai Rendang Palembang / Visit to the Palembang Rendang River Training Center	Ibu Diah Natalisa / Ms. Diah Natalisa
31	4-5 Juni 2024 / June 4-5, 2024	Kunjungan ke Subdivre I.1 Aceh / Visit to Regional Sub-Division I.1 Aceh	Said Aqil Siraj, Chairul Anwar, Rochadi, Ibu Diah Natalisa / Said Aqil Siraj, Chairul Anwar, Rochadi, Ms. Diah Natalisa
32	13-14 Juni 2024 / June 13-14, 2024	Diskusi dengan Balai Yasa Surabaya Gubeng mengenai inovasi / Discussion with Surabaya Gubeng Railway Workshop regarding innovation	Ibu Diah Natalisa / Ms. Diah Natalisa
31	20 Juni 2024 / June 20, 2024	Kunjungan ke PT INKA untuk melihat progress produksi kereta api di Madiun / Visit to PT INKA to see the progress of train production in Madiun	Chairul Anwar
32	22-23 Juni 2024 / June 22-23, 2024	MSWT Daop 6 Yogyakarta dan Daop 5 Purwokerto / MSWT Operational Area 6 Yogyakarta and Operational Area 5 Purwokerto	Rochadi
33	22 Juni 2024 / June 22, 2024	MSWT Daop 4 Semarang / Operational Area 4 MSWT	Ibu Diah Natalisa / Ms. Diah Natalisa
34	25 Juni 2024 / June 25, 2024	Pembahasan Percepatan IMO / IMO Acceleration Discussion	Risal Wasal
35	28 Juni 2024 / June 28, 2024	RUPS PT KAI (Persero) / PT KAI (Persero) GMS	Chairul Anwar, Diah Natalisa, Endang Tirtana, Rochadi
36	17-20 Juli 2024 / July 17-20, 2024	Pelatihan Harvard Business School - Making Decision and Compensation Committees / Harvard Business School Training - Making Decisions and Compensation Committees	Ibu Diah Natalisa dan Sri Paduka Mangkoenagoro X / Ms. Diah Natalisa and Sri Paduka Mangkoenagoro X
37	24 Juli 2024 / July 24, 2024	FGD dengan BPH Migas / FGD with BPH Migas	Rochadi
38	1-2 Agustus 2024 / August 1-2, 2024	Rapat Kerja Semester I Tahun 2024 dan Rencana Kerja Semester II Tahun 2024 / Semester I Work Meeting 2024 and Semester II Work Plan 2024	Rochadi, Chairul, Endang, Bu Diah, Mohamad Risal Wasal / Rochadi, Chairul, Endang, Ms. Diah, Mohamad Risal Wasal
39	31 Juli 2024 / July 31, 2024	Seminar dan Wisuda CACP / CACP Seminar and Graduation	Rochadi

No	Tanggal / Date	Agenda / Agenda	Kehadiran / Attendance
40	4 Agustus 2024 / August 4, 2024	MSWT Daop 8 Surabaya / Operational 8 Surabaya MSWT	Diah Natalisa
41	7-8 Agustus 2024 / August 7-8, 2024	Peninjauan Investasi Pengembangan Sumbagsel dan Balai Yasa Lahat / Peninjauan Investasi Pengembangan Sumbagsel dan Balai Yasa Lahat	Said Aqil Siroj, Rochadi, Diah Natalisa
42	14 Agustus 2024 / August 14, 2024	FGD RJPP Perusahaan 2025-2029 / FGD on Company RJPP 2025-2029	Diah Natalisa, Rochadi
43	13-14 Agustus 2024 / August 13-14, 2024	Kunjungan ke PT INKA / Visit to PT INKA	Chairul Anwar
44	15 Agustus 2024 / August 15, 2024	Kunjungan ke Balai Pusdiklat Ir H Djuanda untuk Pengecekan Pengembangan Progress Corporate University / Visit to the Ir H Djuanda Education and Training Center to Check the Progress of Corporate University Development	Diah Natalisa
45	16 Agustus 2024 / August 16, 2024	Pengecekan Pembangunan Railkids di Kantor Pusat PT KAI / Railkids Construction Inspection at PT KAI Head Office	Diah Natalisa
46	17 Agustus 2024 / August 17, 2024	Upacara HUT RI ke 79 di Kantor Pusat PT KAI (Persero) / 79th Anniversary of the Republic of Indonesia's Independence Day Ceremony at the Head Office of PT KAI (Persero)	Diah Natalisa, Rochadi, Chairul Anwar
47	28 Agustus 2024 / August 28, 2024	Menghadiri Malam Penghargaan Inovation Award 2024 / Attending the 2024 Innovation Award Night	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar
48	29 Agustus 2024 / August 29, 2024	Diskusi Pengembangan SDM di Balai Yasa Yogyakarta / Discussion on Human Resources Development at Yogyakarta Railway Workshop	Diah Natalisa
49	2 September 2024 / September 2, 2024	Pelatihan dan Sertifikasi Manajemen Resiko / Risk Management Training and Certification	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana
50	2-5 September 2024 / September 2-5, 2024	Menghadiri Asean Railway CEO's di Pullman Bandung / Attending Asean Railway CEO Conference at Pullman Bandung	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal
51	14 September 2024 / September 14, 2024	Menghadiri HUT Rail Runners di Palembang / Attending the Rail Runners Anniversary in Palembang	Diah Natalisa
52	14-16 September 2024 / September 14-16, 2024	Family Gathering Daop 3 Cirebon, Daop 5 Purwokerto, Pengecekan Aset Daop 6 Yogyakarta / Family Gathering of Operational 3 Cirebon, Operational 5 Purwokerto, Asset Check for Operational 6 Yogyakarta	Chairul Anwar
53	20 September 2024 / September 20, 2024	Menghadiri Malam Penganugerahan TJSL di Solo / Attending the CSR Awards Night in Solo	Said Aqil, Ibu Diah Natalisa, Sri Paduka Mangkoenagoro X
54	20-22 September 2024 / September 20-22, 2024	Family Gathering Divre II Sumatera Barat / Family Gathering of Regional Division II of West Sumatra	Rochadi
55	25 September 2024 / September 25, 2024	Menghadiri Penganugerahan Rekor MURI untuk bendera terpanjang di Divre III Palembang / Attending the MURI Record Award for the longest flag in Regional Division III Palembang	Diah Natalisa
56	27-29 September 2024 / September 27-29, 2024	Rangkaian HUT KA ke 79 / 79th KA Anniversary Series	Said Aqil, Ibu Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal / Said Aqil, Ms. Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal
57	30 September 2024 / September 30, 2024	Penyerahan LHP BPK bersama Menteri BUMN. / Submission of BPK LHP with the Minister of SOEs.	Said Aqil Siroj
58	4-12 Oktober 2024 / October 4-12, 2024	Benchmark ke Canada Kunjungan ke Rail Industries Canada Inc/ Systra Canada. / Benchmark to Canada Visit to Rail Industries Canada Inc/ Systra Canada.	Chairul Anwar, Rochadi, Diah Natalisa, Sri Paduka Mangkoenagoro X
59	8 Oktober 2024 / October 8, 2024	Pertemuan Pihak Gereja Katolik dengan PT KAI (Persero). Pembahasan dispute aset; HGB (Gereja Katolik Keuskupan Surabaya, telah berdiri dan beroperasi selama 21 Tahun, hingga kini) di atas HPL KAI, No. 50 dan 51, Jl. Dinoyo - Surabaya / Meeting of the Catholic Church with PT KAI (Persero). Discussion of asset dispute; HGB (Catholic Church of Surabaya Diocese, has been established and operating for 21 years, until now) on HPL KAI, No. 50 and 51, Jl. Dinoyo - Surabaya	Said Aqil Siroj
60	30 Oktober 2024 / October 30, 2024	Townhall Managemen Risiko / Risk Management Townhall	Rochadi
61	2 November 2024 / November 2, 2024	Peninjauan Persiapan Uji Coba Outonomous Trem Produksi PT INKA di stasiun Purwosari / Review of Preparation for Autonomous Tram Trial Produced by PT INKA at Purwosari Station	Sri Paduka Mangkoenagoro X
62	7 November 2024 / November 7, 2024	Penyerahan Hasil Audit PSO Tahun 2023 di Kantor BPK / Submission of 2023 PSO Audit Results at the BPK Office	Said Aqil Siroj
63	19 November 2024 / November 19, 2024	Pembinaan Leadership Divre III Palembang dan Balai Yasa Lahat / Leadership Development of Divre III Palembang and Lahat Railway Workshop	Diah Natalisa
64	29-30 November 2024 / November 9-30, 2024	Seminar Future Leadership di Legian Bali / Future Leadership Seminar in Legian Bali	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro

No	Tanggal / Date	Agenda / Agenda	Kehadiran / Attendance
65	29 November 2024 / November 29, 2024	Peresmian Masjid At Taqwa Kantor Pusat PT KAI (Persero) di Bandung / Inauguration of At Taqwa Mosque, Head Office of PT KAI (Persero) in Bandung	Said Aqil Siroj
66	3 Desember 2024 / December 3, 2024	Menerima Kunjungan dari Resologi Canada / Receiving a Visit from Resologi Canada	Diah Natalisa, Rochadi, Chairul Anwar
67	10-12 Desember 2024 / December 10-12, 2024	Kereta Inspeksi (KAIS) dalam rangka persiapan Angkutan Natal 2024 dan Tahun Baru 2025 / Inspection Train (KAIS) in preparation for Christmas 2024 and New Year 2025 Transportation	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal
68	13 Desember 2024 / December 13, 2024	Perayaan Natal bersama KAI Group Tahun 2024 "Biarlah Terang Kristus Bersinar Melalui Hidup Kita" di Daop 8 Surabaya. / Christmas Celebration with KAI Group 2024 "Let the Light of Christ Shine Through Our Lives" at Operational Area 8 Surabaya	Said Aqil Siroj
69	13 Desember 2024 / December 13, 2024	Pembinaan Sharing Session di Daop 8 Surabaya / Sharing Session Development at Operational Area 8 Surabaya	Said Aqil Siroj
70	23 Desember 2024 - 3 Januari 2025 / December 23, 2024 - January 3, 2025	Melaksanakan Posko Angkutan Natal 2024 dan Tahun Baru 2025 / Implementing the 2024 Christmas and 2025 New Year Transportation Post	Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Mohamad Risal Wasal, Sri Paduka Mangkoenagoro X,

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dalam menjalankan fungsinya, Dewan Komisaris dibantu oleh komite-komite yang berada di bawah Dewan Komisaris. Komite-komite tersebut terdiri dari Komite Audit, Komite Pemantau Manajemen Risiko, dan Komite Nominasi dan Remunerasi. Komite pendukung Dewan Komisaris memiliki fungsi sebagai berikut:

1. Komite Audit

Komite yang berperan dalam memonitor kinerja Audit Internal, memonitor Auditor Independen dalam melakukan audit laporan keuangan, menelaah laporan Perseroan kepada pihak luar, dan memonitor Sistem Pengendalian Intern. Lebih dari itu, Komite Audit juga berperan membantu Dewan Komisaris di dalam penugasan-penugasan lain yang diberikan oleh Dewan Komisaris.

2. Komite Pemantau Manajemen Risiko (KPMR)

Komite yang membantu Dewan Komisaris dalam memonitor berbagai risiko yang dihadapi Perseroan, mencakup aspek, strategi, sistem, serta kebijakan manajemen risiko Perseroan. Di samping itu, KPMR membantu Dewan Komisaris dalam proses identifikasi risiko yang dihadapi KAI serta menyusun langkah mitigasi terhadap masing-masing risiko.

3. Komite Nominasi dan Remunerasi

Komite yang membantu Dewan Komisaris dalam melakukan rewiu atas kebijakan talenta Perseroan, evaluasi terhadap calon pengurus baik Perseroan maupun anak perusahaan, serta memberikan masukan dan rekomendasi terhadap remunerasi pengurus Perseroan.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND THE BASIS FOR ASSESSMENT

The Board of Commissioners is supported in its functions by various committees, which include the Audit Committee, the Risk Management Monitoring Committee, and the Nomination and Remuneration Committee. The supporting committees of the Board of Commissioners play essential roles as follows:

1. Audit Committee

This committee is responsible for monitoring the performance of the Internal Audit, overseeing Independent Auditors during financial statement audits, reviewing the Company's reports to external parties, and assessing the Internal Control System. Additionally, the Audit Committee assists the Board of Commissioners with other tasks assigned to them.

2. Risk Management Monitoring Committee (RMMC)

This committee aids the Board of Commissioners in overseeing the various risks faced by the Company, including management strategies, systems, and risk management policies. KPMR is also involved in identifying risks encountered by KAI and formulating mitigation strategies for each of those risks.

3. Nomination and Remuneration Committee

This committee supports the Board of Commissioners in reviewing the Company's talent policies, evaluating candidates for management positions within the Company and its subsidiaries, and offering input and recommendations related to the remuneration of the Company's management.

Berdasarkan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, penilaian terhadap kinerja Organ Dewan Komisaris dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Komisaris/Dewan Pengawas dengan menggunakan metode yang ditetapkan Dewan Komisaris/Dewan Pengawas.

Kriteria evaluasi kinerja mencakup 2 (dua) komponen penilaian yakni:

- 1) Kualitas pelaksanaan tugas pokok dari setiap anggota Komite yang telah ditetapkan di Peraturan Menteri, POJK dan piagam komite (jika ada).
- 2) Sikap kerja dan kompetensi anggota organ pendukung.

Lebih lanjut, Evaluasi kinerja dilakukan secara individual oleh Dewan Komisaris. Hasil evaluasi kinerja kemudian didiskusikan dan disepakati di rapat Dewan Komisaris. Hasil penilaian Dewan Komisaris dikomunikasikan secara terbuka kepada anggota Komite yang bersangkutan.

Di tahun 2024, Dewan Komisaris menilai bahwa masing-masing komite telah melaksanakan tugas dan tanggung jawab secara baik, sesuai pedoman dan rencana kerja. Melalui pelaksanaan tugas dan tanggung jawab tersebut, Dewan Komisaris menilai, komite-komite telah secara efektif memberi dukungan bagi pelaksanaan tugas dan tanggung jawab Dewan Komisaris, mencakup pengawasan terhadap aspek-aspek operasional dan strategis Perseroan.

Kemudian, Dewan Komisaris juga melakukan penilaian atas kinerja individual organ pendukung, rincian sebagai berikut:

Based on the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 Concerning Organs and Human Resources of State-Owned Enterprises, the assessment of the performance of the Board of Commissioners Organ is carried out periodically as part of the periodic report of the Board of Commissioners/Supervisory Board using the method determined by the Board of Commissioners/Supervisory Board

The performance evaluation criteria encompass 2 (two) components:

- 1) The quality of the execution of the main tasks assigned to each committee member, as outlined in the Ministerial Regulation, POJK, and committee charters (if any).
- 2) The work attitude and competence of the committee members.

Performance evaluations are conducted individually by the Board of Commissioners, with results discussed and agreed upon during Board meetings. The outcomes of these assessments are then communicated transparently to the relevant committee members.

In 2024, the Board of Commissioners determined that each committee had effectively fulfilled its duties and responsibilities, adhering to established guidelines and work plans. The Board of Commissioners assesses that the committees have effectively provided support for the implementation of the duties and responsibilities of the Board of Commissioners, including supervision of the operational and strategic aspects of the Company.

The Board of Commissioners additionally evaluated the individual performance of the supporting committees, with the following details:

No	Organ Pendukung / Supporting Committees	Nama / Name	Penilaian Kinerja / Performance Assessment
1	Komite Audit / Audit Committee	Amalia Setianti Lestari	Sesuai Harapan / Meeting the Expectations
		Ernesto	Sesuai Harapan / Meeting the Expectations
2	Komite Pemantau Manajemen Risiko / Risk Managemet Monitoring Committee	Miranti Gani	Sesuai Harapan / Meeting the Expectations
		Handy Purnama	Sesuai Harapan / Meeting the Expectations
3	Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee	Corrina D Riantoputra	Sesuai Harapan / Meeting the Expectations
		Satia Indrarini	Sesuai Harapan / Meeting the Expectations
4	Sekretaris Dewan Komisaris / Secretary of the Board of Commissioners	Kismularso Seno Pamungkas	Sesuai Harapan / Meeting the Expectations

Penilaian Kinerja Dewan Komisaris dan Direksi

Board of Commissioners and Board of Directors Performance Assessment

PENILAIAN KINERJA DEWAN KOMISARIS [GRI 2-18]

Penilaian kinerja Dewan Komisaris dilakukan antara lain dengan mengacu kepada Kontrak Manajemen Tahunan (Key Performance Indicator) Dewan Komisaris dengan Pemegang Saham PT Kereta Api Indonesia (Persero), yang ditetapkan pada RUPS Tahunan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024.

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan melalui metode *self-assessment* yang hasilnya dilaporkan kepada pemegang saham melalui RUPS.

Kriteria Penilaian Kinerja Dewan Komisaris

Kriteria Evaluasi Kinerja Dewan Komisaris Kriteria yang digunakan di dalam proses evaluasi kinerja Dewan Komisaris mengacu kepada indikator pencapaian dari *Key Performance Indicators* (KPI) yang ditetapkan pada awal tahun.

Pihak yang Menilai Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan oleh pemegang saham melalui RUPS.

Hasil Penilaian Kinerja Dewan Komisaris

Informasi KPI Dewan Komisaris untuk tahun buku 2024 adalah sebagai berikut:

No	Aspek dan Parameter / Aspects and Parameters	Satuan / Unit	2024		Bobot / Value	Skor / Score
			Target	Real		
ASPEK PENGAWASAN DAN PENASIHATAN / SUPERVISORY AND ADVISORY ASPECTS					55	55
1	Review/analisis kinerja perusahaan / Company performance review/analysis	Kali / Times	8	8	20	20
	a. Penelaahan atas Rancangan RJPP / Review of the RJPP Draft		1	1	2	2
	b. Penelaahan atas Rancangan RKAP / Review of the RKAP Draft		1	1	4	4
	c. Evaluasi atas pelaksanaan RKAP 2022 / Evaluation of the Implementation of the 2022 RKAP		1	1	4	4
	d. Pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham / Monitoring of the Board of Directors' performance and reporting to Shareholders		1	1	2	2
	e. Perubahan lingkungan bisnis / Changes in the business environment		1	1	2	2
	f. Tindak lanjut atas saran, harapan, permasalahan dan keluhan dari pemangku kepentingan / Follow up on suggestions, expectations, problems and complaints from stakeholders		1	1	2	2
	g. Gejala menurunnya kinerja Perusahaan yang signifikan / Significant decline in company performance		1	1	2	2
	h. Penilaian atas usulan calon Direksi Anak Perusahaan dan Komisaris anak perusahaan / Assessment of the proposals for candidates for Directors of Subsidiaries and Commissioners of Subsidiaries		1	1	2	2

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT [GRI 2-18]

The performance assessment of the Board of Commissioners is carried out, among other things, by referring to the Annual Management Contract (Key Performance Indicator) Board of Commissioners with the Shareholders of PT Kereta Api Indonesia (Persero), which was determined at the Annual GMS to Ratify the Company's Work Plan and Budget for 2024.

Implementation Procedure for Board of Commissioners Performance Assessment

The assessment process involves a self-evaluation method, with the findings reported to shareholders during the GMS.

Criteria for Board of Commissioners Performance Assessment

The evaluation criteria for the Board of Commissioners are aligned with the achievement indicators of the Key Performance Indicators (KPIs) that were defined at the beginning of the fiscal year.

Assessor of the Performance of the Board of Commissioners

The performance assessment of the Board of Commissioners is carried out by shareholders through the GMS.

Results of the Performance Assessment of the Board of Commissioners

The Key Performance Indicator details for the Board of Commissioners for the 2024 fiscal year are as follows:

No	Aspek dan Parameter / Aspects and Parameters	Satuan / Unit	2024		Bobot / Value	Skor / Score
			Target	Real		
2	Pengawasan dan pemberian nasihat atas / Supervision and provision of advice on:	Kali / Times	11	11	15	15
	a. Kebijakan rancangan SPI / SPI draft policy		1	1	1	1
	b. Kebijakan manajemen risiko / Risk management policy		1	1	2	2
	c. Kebijakan sistem teknologi informasi / Information technology system policy		1	1	1	1
	d. Kebijakan akuntansi dan penyusunan LK / Accounting policies and preparation of financial statements		1	1	2	2
	e. Kebijakan pengelolaan SDM / HR management policy		1	1	1	1
	f. Kebijakan pengadaan barang dan jasa / Procurement policy for goods and services		1	1	2	2
	g. Kebijakan mutu dan pelayanan / Quality and service policy		1	1	1	1
	h. Kepatuhan perusahaan terhadap UU, Anggaran Dasar, perjanjian dan komitmen / Company compliance with laws, articles of association, agreements and commitments		1	1	2	2
	i. Transaksi atau tindakan dalam lingkup kewenangan Dekom dan RUPS / Transactions or actions within the scope of the authority of the Board of Commissioners and the GMS		1	1	1	1
	j. Kebijakan pengelolaan anak perusahaan/perusahaan patungan / Subsidiary/ joint venture management policy		1	1	1	1
	k. Kebijakan penerapan prinsip-prinsip Tata Kelola / Policy on the implementation of the principles of Good Corporate Governance		1	1	1	1
3	Pemantauan TindakanJut Temuan Audit / Follow-up Monitoring of Audit Findings	Kali / Times	2	2	5	5
	a. Penunjukan calon auditor / Appointment of candidate auditors		1	1	2,5	2,5
	b. Pengawasan efektivitas pelaksanaan audit eksternal dan internal serta pelaksanaan telaah atas pengaduan yang berkaitan dengan perusahaan / Supervision of the effectiveness of external and internal audit implementation and implementation of reviews of complaints related to the company		1	1	2,5	2,5
4	Monitoring Pekerjaan Project Director (PD) dan Penugasan Pemerintah dan Investasi Pengembangan Perusahaan / Monitoring of Project Director (PD) Work and Government Assignments and Company Development Investment	Kali / Times	4	4	5	5
5	Rapat / Meeting	Kali / Times	24	31	10	10
	a. Internal / Internal		12	16	5	5
	b. Gabungan / Combined		12	15	5	5
ASPEK PELAPORAN / REPORTING ASPECT					25	25
1	Program kerja tahunan (RKA Dekom) / Annual work program (Board of Commissioners RKA)	Kali / Times	1	1	10	10
2	Laporan/pendapat saran kepada RUPS / Report/opinion suggestions to the GMS	Kali / Times	3	3	10	10
	a. Kinerja Direksi / Performance of the Board of Directors		2	2	6	6
	b. Remunerasi Direksi / Remuneration of the Board of Directors		1	1	4	4
3	Laporan Manajemen (Audited) Tahun 2024 / Management Report (Audited) in 2024	Kali / Times	1	1	5	5
ASPEK DINAMIS/LAIN-LAIN / DYNAMIC/OTHER ASPECTS					20	20
1	Peningkatan Kompetensi / Competency Development	Kali / Times	5	-	10	10
	a. Program pengenalan Komisaris baru / Induction Program for New Members of the Board of Directors		100%	100%	5	5
	b. Program pengembangan kompetensi melalui seminar, diklat, benchmark dan sejenisnya / Competency development programs through seminars, training, benchmarks and others		5	5	5	5
2	Rekomendasi/Tanggapan atas usul yang disampaikan Direksi / Recommendations/ Responses to the proposals submitted by the Board of Directors	Kali / Times	100%	100%	10	10
Jumlah / Total					100	100

Pihak yang Melakukan Penilaian

Di tahun 2024, Dewan Komisaris merupakan pihak yang melakukan penilaian dengan hasil penilaian dilaporkan kepada pemegang saham melalui RUPS.

PENILAIAN KINERJA DIREKSI [GRI 2-18]

Penilaian kinerja Direksi dilakukan berdasarkan parameter KPI direksi secara kolegal dan KPI direksi secara individual, yang dilakukan sesuai ketentuan Permen BUMN No. PER-11/MBU/11/2020 tentang Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

Prosedur Pelaksanaan Penilaian Kinerja Direksi

Pelaksanaan penilaian kinerja Direksi dilakukan melalui prosedur tertentu. Direksi menyampaikan usulan KPI Direksi secara kolegal kepada RUPS/Menteri untuk ditetapkan bersamaan dengan penyampaian Rencana Kerja dan Anggaran Perusahaan. Dalam pelaksanaannya, Direksi wajib menjabarkan KPI Direksi secara kolegal menjadi KPI Direksi individual dan menyampaikannya kepada Dewan Komisaris untuk mendapat persetujuan.

Pencapaian KPI Direksi secara kolegal dilaporkan dalam laporan berkala dan laporan tahunan. Perhitungan pencapaian KPI Direksi secara kolegal dan individual direviu oleh Kantor Akuntan Publik (KAP) yang mengaudit laporan keuangan Perseroan.

Kriteria Penilaian Kinerja Direksi

Penilaian kinerja Direksi dilakukan berdasarkan kriteria di dalam KPI Kolegal dan KPI Individual. KPI Kolegal Penyusunan KPI Kolegal bagi Direksi dilakukan berdasarkan sejumlah perspektif, sebagai berikut:

1. Nilai ekonomi dan sosial untuk Indonesia;
2. Inovasi model bisnis;
3. Kepemimpinan teknologi;
4. Peningkatan investasi; dan
5. Pengembangan talenta.

Di dalam Kontrak Manajemen Tahunan memuat KPI Direksi secara Kolegal antara Kuasa Pemegang Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia dan Direksi Perusahaan Perseroan (Persero) PT Kereta Api Indonesia Tahun 2023 Indikator KPI Direksi secara Kolegal PT Kereta Api Indonesia (selanjutnya disebut sebagai KPI Corporate).

Party Conducting the Assessment

In 2024, the Board of Commissioners conducted the assessment, with the results reported to shareholders during the GMS.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT [GRI 2-18]

The assessment of the Board of Directors' performance is based on the collective Key Performance Indicators (KPIs) and the individual KPIs of its members, conducted in accordance with the provisions set forth in the Minister of SOEs Regulation No. PER-11/MBU/11/2020, which details the Management and Annual Management Contracts for the Board of Directors of State-Owned Enterprises.

Board of Directors' Performance Assessment Implementation Procedure

The Board of Directors' performance assessment follows a defined set of procedures. The Board submits a collegial proposal for the Board of Directors' KPIs to the GMS/Minister, which is considered alongside the Company's Work Plan and Budget. Subsequently, the Board is required to translate the collegial KPIs into individual KPIs for its members and seek approval from the Board of Commissioners.

The achievement of the Board of Directors' collegial KPIs is reported in both periodic and annual reports. The assessment of the collective and individual KPI accomplishments is audited by the Public Accounting Firm (KAP) responsible for the Company's financial statement audits.

Board of Directors' Performance Assessment Criteria

The assessment relies on the criteria established for both the Collegial KPIs and Individual KPIs. The formulation of the Collegial KPIs for the Board of Directors encompasses several perspectives, including:

1. Economic and social value for Indonesia
2. Business model innovation
3. Technology leadership
4. Investment enhancement
5. Talent development

The Annual Management Contract contains the Board of Directors' KPIs collegially between the Shareholders' Power of Attorney of the Company (Persero) PT Kereta Api Indonesia and the Board of Directors of the Company (Persero) PT Kereta Api Indonesia in 2023. The Board of Directors' KPI indicators collegially of PT Kereta Api Indonesia (hereinafter referred to as Corporate KPI).

Pihak yang Menilai Kinerja Direksi

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris berdasarkan KPI Direksi.

Hasil Penilaian Kinerja Dewan Komisaris

Informasi KPI Direksi untuk tahun buku 2024 adalah sebagai berikut:

Assessor of the Board of Directors' Performance

The Board of Directors' performance assessment is carried out by the Board of Commissioners based on the Board of Directors' KPI.

Board of Commissioners' Performance Assessment Results

The Board of Directors' KPI information for the 2024 fiscal year is as follows:

KPI Direksi Tahun 2024

The Board of Director KPI in 2024

No	Perspektif / Perspective	Rumus / Formula	Satuan / Unit	Target 2024 / Target for 2024	Realisasi / Realization	Pencapaian / Achievement	Bobot / Value	Skor / Score
A. Nilai Ekonomi dan Sosial Untuk Indonesia / Economic and Social Value for Indonesia								
Financial / Financial								
1	EBITDA	EBIT + Depreciation Expense + Amortization Expenses	Miliar / Billion	6.356	7.758	122,06%	3	3,30
2	ROIC ≥ WACC	((Laba Bersih Tahun Berjalan + Biaya Bunga) / Invested Capital) x 100% / ((Net Profit for the Current Year + Interest Expense / Invested Capital) x 100%)	%	(0,19)%	1,44%	755,32%	3	3,30
3	Interest bearing debt to EBITDA	IBD / EBITDA	Kali / Times	6,08	5,64	107,20%	3	3,23
4	Interest bearing debt to Invested capital	IBD / (Total Debt + Total Equity)	%	53,64%	38,33%	128,55%	3	3,30
5	Cashflow From Operation	(Realisasi Cashflow from Operation 2024 / Program Cashflow from Operation) *100% / (Realization of Cashflow from Operation 2024 / Program Cashflow from Operation)*100%	Miliar / Billion	3.511	5.241	149,27%	3	3,30
6	Penyelesaian dan Penyampaian Laporan Keuangan Audit Tahun 2023 / Completion and Submission of 2023 Audited Financial Statements	Tanggal penyelesaian laporan keuangan audit tahun buku 2023 ≤ tanggal 15 April 2024 / Completion date of audited financial report for fiscal year 2023 ≤ April 15, 2024	Tanggal / Date	15 April 2024 / April 15, 2024	18 Juni 2024 / June 18, 2024	62,35%	3	1,87
Operasional / Operational								
7	Volume angkutan KA barang / Freight train transport volume	Pencapaian = (Realisasi volume angkutan KA barang/Program volume angkut KA Barang)*100% / Achievement = (Realization of freight train transport volume/Freight train transport volume program)*100%	Ton	68.319.148	69.201.670	101,29%	7	7,09
8	Volume angkutan Penumpang / Passenger transport volume	Pencapaian = (Realisasi volume angkutan KA Penumpang/Program volume angkutan KA Penumpang)*100% / Achievement = (Realized Passenger Train transportation volume/Passenger Train transportation volume program)*100%	Penumpang / Passenger	440.119.526	453.339.073	103,00%	6	6,18
9	On-time Arrival	Pencapaian = (Realisasi kedatangan KA Penumpang + KA Barang/total Perjalanan KA Penumpang + KA Barang)*100% / Achievement = (Actual arrival of Passenger Trains + Freight Trains/total Passenger Train Trips + Freight Trains)*100%	%	88,50%	93,83%	106,02%	7	7,42
10	Safety/accident rate	Pencapaian = (Jumlah kecelakaan KA/Kilometer KA)/ 1.000.000.000 / Achievement =(Number of train accidents/ Train kilometers)/1,000,000,000	Angka / Number	0,13	0,06	156,67%	7	7,70
11	Pemenuhan pelaksanaan PSO / Fulfillment of PSO implementation	Pencapaian = (Realisasi PSO/Program PSO)*100% / Achievement =(PSO Realization/PSO Program)*100%	%	100%	104,57%	104,57%	6	6,27
Sosial / Social								
12	Pemenuhan Produk Dalam Negeri untuk Pengadaan Barang/Jasa / Fulfillment of Domestic Products for Procurement of Goods/ Services	Pencapaian = (Realisasi Penggunaan Produk Dalam Negeri/Realisasi Belanja keseluruhan)*100% / Achievement = (Realization of Domestic Product Use/Total Spending Realization)*100%	%	83,42%	113,89%	136,53%	5	5,50
Subtotal Perspektif Nilai Ekonomi dan Sosial untuk Indonesia / Subtotal of Economic and Social Value Perspective for Indonesia								58,47
B. Inovasi Model Bisnis / Business Model Innovation								
13	Implementasi Sinergi dan Integrasi Logistik dalam Ekosistem BUMN / Implementation of Synergy and Logistics Integration in the Ecosystem of State-Owned Enterprises	Pencapaian = (% Realisasi Progress Pekerjaan/% Program Pekerjaan)*100% / Achievement = (% Realization of Work Progress/% Work Program)*100%	%	75%	111,12%	148,16%	2	2,20

No	Perspektif / Perspective	Rumus / Formula	Satuan / Unit	Target 2024 / Target for 2024	Realisasi / Realization	Pencapaian / Achievement	Bobot / Value	Skor / Score
14	Project Milestone TOD (Stasiun Jatake) / TOD Project Milestone (Jatake Station)	Pencapaian = (Realisasi progress Pekerjaan/ Program program pekerjaan)*100% / Achievement = (Realization of work progress/work programs)*100%	%	100%	100%	100,00%	4	4,00
15	Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko / Implementation of the Roadmap for Improving the Implementation of Risk Management	Pencapaian = (Jumlah program yang dilaksanakan tahun 2024/Total program roadmap perbaikan penerapan manajemen risiko)*100% / Achievement = (Number of programs implemented in 2024/Total roadmap programs for improving risk management implementation)*100%	%	100%	100%	100,00%	4	4,00
Subtotal Perspektif Inovasi Model Bisnis / Business Model Innovation Perspective Subtotal								10,20
C. Kepemimpinan Teknologi / Technology Leadership								
16	Peningkatan penggunaan KAI Access / Increased Use of KAI Access	Pencapaian = (Realisasi Jumlah Transaksi / Program Jumlah Transaksi)*100% / Achievement = (Realization of Number of Transactions / Program Number of Transactions)*100%	Angka / Number	21.076.705	22.863.823	108,48%	5	5,42
17	Optimalisasi Enterprise Risk Management System / Enterprise Risk Management System Optimization	Pencapaian = (% Realisasi Optimalisasi Enterprise Risk Management System (SmartKA) / % Program Optimalisasi Enterprise Risk Management System (SmartKA))*100% / Achievement = (% Realization of Enterprise Risk Management System (SmartKA) Optimization / % Enterprise Risk Management System (SmartKA) Optimization Program)*100%	%	100%	100%	100,00%	5	5,00
Subtotal Perspektif Kepemimpinan Teknologi / Technology Leadership Perspective Subtotal								10,42
D. Peningkatan Investasi / Increased Investment								
18	Investasi Pengembangan Angkutan Batubara Sumbagsel / Investment in Development of South Sumatera Coal Transportation	Pencapaian = (% Realisasi Investasi pengembangan angkutan Batubara Sumsel/ % Program Investasi pengembangan angkutan Batubara Sumsel)*100% / Achievement = (% Realization of Investment in South Sumatera Coal Transportation Development/ % Investment Program in South Sumatera Coal Transportation Development)*100%	%	75%	67,14%	89,52%	4	3,58
19	Proses Sertifikasi Tanah / Land Certification Process	Pencapaian = (% Realisasi Investasi Persertifikatan tanah (luas tanah)/ % Program Investasi persertifikatan tanah)*100% / Achievement = (% Realization of Land Certificate Investment (land area)/ % Land Certificate Investment Program)*100%	Luasan / Area (m2)	9.217.407	12.984.360	140,87%	4	4,00
20	Realisasi PMN (LRT Jabodetabek) / PMN Realization (Jabodetabek LRT)	Pencapaian = (Realisasi Akumulasi Penggunaan Dana PMN 2021 / total dana PMN 2021) Tanah)*100% / Achievement = (Accumulated Realization of 2021 PMN Fund Use/total 2021 PMN Fund) Land)*100%	%	89,00%	59,20%	66,52%	4	2,66
Subtotal Peningkatan Investasi / Investment Enhancement Subtotal								10,24
E. Pengembangan Talenta / Talent Development								
21	Rasio Top Talent Muda dalam Nominated Talent / Young Top Talents Ratio in Nominated Talents	Pencapaian = (Realisasi Rasio Talenta Muda (< 42 Tahun) dalam nominated talent BUMN/Realisasi Rasio Talenta Muda (< 42 Tahun) dalam nominated talent BUMN)*100% / Achievement = (Realization of Young Talent Ratio (< 42 Years) in BUMN nominated talents/Realization of Young Talent Ratio (< 42 Years) in BUMN nominated talents)*100%	%	8%	11,76%	147%	2	2,20
22	Rasio Perempuan dalam Nominated Talent / Women Ratio in Nominated Talents	Pencapaian = (Realisasi Rasio Talenta Perempuan dalam nominated talent BUMN/Realisasi Rasio Talenta Perempuan dalam nominated talent BUMN)*100% / Achievement = (Realization of Female Talent Ratio in BUMN nominated talents/Realization of Female Talent Ratio in BUMN nominated talents)*100%	%	8%	11,76%	147%	2	2,20
23	Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Employees	Pencapaian = (Realisasi pekerja tersertifikasi/ target pekerja yang perlu tersertifikasi)*100% / Achievement = (Realization of certified workers/ target workers who need to be certified)*100%	Pekerja / Employees	3.320	6.611	199,13%	4	4,40
24	Rasio Pemenuhan Organ Pengelola Risiko (Rasio Kualifikasi) / Risk Management Organ Fulfillment Ratio (Qualification Ratio)	Jumlah Personil Organ Pengelola Risiko yang memenuhi Kualifikasi/Jumlah Personil seluruh Organ Pengelola Risiko*100% / Number of Personnel of Risk Management Organs who meet Qualifications/Number of Personnel of all Risk Magement Organs*100%	%	90%	90,48%	100,53%	4	4,00
Subtotal Perspektif Pengembangan Talenta / Talent Development Perspective Subtotal								12,80
Total Seluruh Perspektif / Total All Perspectives								102,13

KPI Individual

KPI Direksi secara individual merupakan penjabaran KPI Direksi secara kolegal sesuai dengan tugas, fungsi dan tanggung jawab masing-masing anggota Direksi. KPI Individual terdiri atas KPI Bersama dan KPI Individu.

Informasi KPI Individual Direksi tahun 2024 adalah sebagai berikut:

KPI Individual Direksi Tahun 2024

Direktur / Board of Directors	KPI Bersama / Joint KPIs
Direktur Niaga / Managing Director of Commerce	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development
Direktur Operasi / Managing Director of Operation	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development
Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development
Direktur Pengelolaan Sarana / Managing Director of Rolling Stock	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development

Individual KPIs

The individual KPI of the Board of Directors is a collegial elaboration of the KPI of the Board of Directors in accordance with the duties, functions and responsibilities of each member of the Board of Directors. Individual KPI consists of Joint KPI and Individual KPI.

Information on the Individual KPI of the Board of Directors in 2024 is as follows:

Individual KPIs for the Board of Directors in 2024

KPI Individu / Individual KPIs
- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products - Pendapatan angkutan KA penumpang / Passenger train transportation revenue - Investasi/Penyerapan Investasi / Investment/Investment Absorption - Peningkatan Pengguna Access by KAI / Increased Access by KAI Users - Indeks kepuasan Pelanggan Angkutan Penumpang / Passenger Transportation Customer Satisfaction Index - Pendapatan Non angkutan / Non-transportation Revenue - Pendapatan angkutan barang / Freight transportation revenue - Indeks kepuasan pelanggan Angkutan Barang / Freight Transportation Customer Satisfaction Index - Sinergi dan Integrasi logistik dalam ekosistem BUMN / Logistics Synergy and Integration in the BUMN ecosystem
- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products - Digitalisasi Gapeka Realisasi / Digitalization of Gapeka Realization - Penyerapan Investasi Kantor UPT Crew Rangkasbitung Daop 1 Jak / Absorption of Investment in the Rangkasbitung UPT Crew Jak 1 Operational Area Office - Ketepatan KA Penumpang Berangkat / Timeliness of Passenger Train Departures - Ketepatan KA Barang Berangkat / Timeliness of Freight Train Departures - Toleransi Gangguan Perjalanan Andil Operasi / Tolerance of Travel Disturbances Contribution to Operations - Perumusan Perencanaan Perjalanan Kereta Api dan Operasi Sarana / Formulation of Train Travel Planning and Facility Operations
- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products - Kualitas Prasarana Jalan Rel Kategori Baik / Good Category of Railroad Infrastructure Quality - Toleransi Gangguan Andil Jalan Rel dan Jembatan / Disturbance Tolerance of Railroad and Bridge Contributions - Penyerapan Investasi / Investment Absorption - Transformasi Digital: / Digital Transformation: - Digitalisasi Proses Pemeriksaan Jalan Rel / Digitization of Railroad Inspection Process - Implementasi Aplikasi Train Control System-Maintenance Standard (ITCS-MS) / Implementation of Train Control System-Maintenance Standard (ITCS-MS) Application - Pemetaan dan Digitalisasi Aset / Asset Mapping and Digitization - Toleransi Gangguan Andil Fasopka / Disturbance Tolerance of Fasopka Contributions - Keandalan Peralatan Fasopka (Reliability) / Reliability of Fasopka Equipment - Ketersediaan Peralatan Fasopka (Availability) / Availability of Fasopka Equipment (Availability) - Implementasi Energi Baru Terbarukan di bangunan Milik PT KAI / Implementation of New Renewable Energy in PT KAI Buildings
- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products - Reliability Sarana / Facility Reliability - Pencapaian Availability Sarana / Achievement of Facility Availability - Penyerapan Anggaran Investasi / Investment Budget Absorption - Pencapaian Dokumen Teknis / Achievement of Technical Documents - Pembuatan RJPP dan RSTI 2025-2029 Induk dan Anak Perusahaan / Preparation of RJPP and RSTI 2025-2029 Parent and Subsidiary Companies - Penyelesaian dan Pemenuhan ESG Rating KAI / Completion and Fulfillment of KAI ESG Rating

Direktur / Board of Directors	KPI Bersama / Joint KPIs	KPI Individu / Individual KPIs
Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development	- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products - Proses Sertifikasi Tanah / Land Certification Process - Jumlah Realisasi Pencapaian Target Penertiban Aset Tanah, Bangunan dan Rumah Perusahaan / Number of Realization of Target Achievement of Land, Building and Company House Asset Control - Toleransi Rasio Kriminalitas / Crime Ratio Tolerance - Ketersediaan Standard Keselamatan dan Regulasi di Bidang Operasi Sarana Serta Prasarana Perkeretaapian / Availability of Safety Standards and Regulations in the Field of Railway Facilities and Infrastructure Operations - Transformasi Digital: / Digital Transformation: - Integrasi Data Aset Prasarana Daerah Rawan dan Sesar Berbasis Digital / Integration of Data on Infrastructure Assets in Vulnerable Areas and Faults Based on Digital - Prototipe Alat Ukur Modular Mekanik Geometri Jalan Rel / Prototype of Modular Mechanics Geometry Measuring Instrument for Railroads - Aplikasi Lokride Berbasis Digital / Digital-Based Lokride Application - Realisasi Fit to Work seluruh Pekerja / Realization of Fit to Work for all Workers
Direktur SDM dan Umum / Managing Director of HC and General Affairs	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development	- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products - Skor Human Capital Maturity Level / Human Capital Maturity Level Score - Tingkat Engagement Pekerja / Employee Engagement Level - Rasio Ketersediaan Talent: / Talent Availability Ratio: - Digital Talent - Rasio Talent Muda (≤ 42 tahun) dalam Nominated Talent BUMN / Young Talent Ratio (≤ 42 years) in BUMN Nominated Talent - Rasio Perempuan dalam Nominated Talent BUMN / Female Ratio in BUMN Nominated Talent - Talent BOD BUMN / BUMN BOD Talent - Tingkat Implementasi KAI University / KAI University Implementation Level - Tingkat Produktivitas Pekerja / Employee Productivity Level - Tingkat Implementasi Integrasi Sistem HC KAI Group sesuai fase tahun 2024 / KAI Group HC System Integration Implementation Level according to the 2024 phase - Ketersediaan Volume BBM bersubsidi atas Perjalanan KA / Availability of Subsidized Fuel Volume for Train Travel - Penyelesaian Kontrak Multiyears Penjualan Barang Bekas / Settlement of Multiyear Contracts for Sales of Used Goods - Tingkat Implementasi Employee Well Being: / Employee Well Being Implementation Level: - Daycare - Layanan Psikologi / Psychological Services - Transformasi Digital: / Digital Transformation: - Sentralisasi proses PBJ / Centralization of PBJ process - Kategori dalam e-catalog / Category in e-catalog - Realisasi Fit to Work seluruh Pekerja / Realization of Fit to Work for all Workers
Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development	- EBITDA - On-Time Arrival - Safety/Acident Rate - Volume Angkutan Barang / Freight Transport Volume - Volume Angkutan Penumpang / Passenger Transport Volume - Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers - Project Milestone Completion for TOD Planned (St Baru Jatake) - Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development	- Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score - Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024 - Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products - Pemenuhan DED Investasi MICE KAI Corpu dan 2 lokasi beautifikasi stasiun / Fulfillment of DED for KAI Corpu MICE Investment and 2 station beautification locations - Pencapaian Laba/Rugi Anak Perusahaan / Achievement of Subsidiary Profit/Loss - Penyelesaian Permintaan Analisis Kelayakan Finansial Investasi Business Tahun 2024 / Completion of Request for Financial Feasibility Analysis for Business Investment in 2024 - Penyusunan Dokumen Teknis/DED Investasi Prasarana Perkeretaapian / Preparation of Technical Documents/DED for Railway Infrastructure Investment - Pencapaian Target penyerapan Investasi IBP / Achievement of IBP Investment Absorption Target - Ketersediaan Keterbukaan Informasi Pada Masyarakat / Availability of Information Disclosure to the Public - Corporate Social Responsibility (CSR)/TJSL Persentase Realisasi Pencapaian Anggaran Program TJSL (Tanggung Jawab Sosial dan Lingkungan)/ Corporate Social Responsibility (CSR)/TJSL Percentage of Realization of TJSL Program Budget Achievement (Social and Environmental Responsibility)

Direktur / Board of Directors	KPI Bersama / Joint KPIs	KPI Individu / Individual KPIs
Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	1. EBITDA 2. On-Time Arrival 3. Safety/Accident Rate 4. Volume Angkutan Barang / Freight Transport Volume 5. Volume Angkutan Penumpang / Passenger Transport Volume 6. Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers 7. Project Milestone Completion for TOD Planned(St Baru Jatake) 8. Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development	1. Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score 2. Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR)in 2024 3. Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products 4. Monitoring dan Pengendalian Risiko Utama Perusahaan / Monitoring and Control of the Company's Main Risks 5. Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko / Risk Management Organ Qualification Fulfillment Ratio 6. Implementasi Roadmap perbaikan Penerapan Manajemen Risiko / Implementation of the Roadmap for Improving Risk Management Implementation 7. Pemenuhan Pelaksanaan PSO / Fulfillment of PSO Implementation 8. Milestone Pemenuhan IMO / IMO Fulfillment Milestone 9. Milestone Perbaikan Tata Kelola Perhitungan PNBPN TAC / Milestone for Improving Governance for Calculating PNBPN TAC 10. Optimalisasi Enterprise Risk Management System PT KAI (Persero) dan Implementasi di Anak Perusahaan / Optimization of PT KAI (Persero) Enterprise Risk Management System and Implementation in Subsidiaries 11. Efisiensi Beban Bunga Perusahaan / Efficiency of the Company's Interest Expenses 12. Penyampaian Pelaporan Keuangan Tepat Waktu / Submission of Financial Reports on Time 13. Presentase Realisasi Pemenuhan Seluruh Pendanaan untuk Investasi Perusahaan (termasuk PSN) / Percentage of Realization of Fulfillment of All Funding for Company Investment (including PSN) 14. Realisasi Progres Pencairan Pendanaan yang Bersumber dari Penyertaan Modal Negara (PMN) Tahun 2024 / Realization of Funding Disbursement Progress from State Capital Participation (PMN)in 2024

**RESUME PENCAPAIAN NILAI KINERJA INDIVIDU DIREKSI
SECARA INDIVIDUAL TAHUN 2024**

**DIRECTORS INDIVIDUAL PERFORMANCE VALUE
ACHIEVEMENT SUMMARY INDIVIDUALLY IN 2024**

No	Direktorat / Directorate	KPI Kolegial / Collegial KPIs	KPI Bersama / Joint KPIs	KPI Direktorat / Directorate KPIs	Jumlah / Total	Nilai Kinerja Individu Direksi / Individual Performance Values of Directors
1	Direktur Niaga / Managing Director of Commerce	102,13	41,84	63,43	105,27	104,01
2	Direktur Operasi / Managing Director of Operation	102,13	41,84	63,98	105,82	104,34
3	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	102,13	41,84	63,32	105,16	103,95
4	Direktur Pengelolaan Sarana / Managing Director of Rolling Stock	102,13	41,84	63,45	105,29	104,03
5	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	102,13	41,84	63,42	105,03	103,87
6	Direktur SDM dan Umum / Managing Director of HC and General Affairs	102,13	41,84	60,65	102,26	102,20
7	Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development	102,13	41,84	61,05	102,89	102,59
8	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	102,13	41,84	62,26	104,10	103,31

Keberagaman Dewan Komisaris dan Direksi [GRI 405-1]

Board of Commissioners and Directors' Diversity Policy [GRI 405-1]

Perseroan memahami pentingnya pemenuhan aspek keberagaman dalam komposisi Dewan Komisaris dan Direksi. Hal tersebut dipenuhi guna menjaga kualitas pengambilan keputusan yang dilakukan masing-masing organ agar tetap objektif, komprehensif, optimal, serta berdampak positif

The Company understands the importance of fulfilling the diversity aspect in the composition of the Board of Commissioners and Board of Directors. This is fulfilled in order to maintain the quality of decision making by each organ to remain objective, comprehensive, optimal, and have a

khususnya bagi praktik pengawasan dan pengelolaan Perseroan. Terpenuhinya aspek keberagaman dalam komposisi Dewan Komisaris dan Direksi merupakan upaya Perseroan untuk memperkaya sudut pandang di dalam proses pengambilan keputusan, baik Dewan Komisaris maupun Direksi, sebagai nilai tambah yang dihadirkan di dalam kegiatan operasional dan manajemen Perseroan, mencakup pelaksanaan tata kelola perusahaan.

Kebijakan Keberagaman Dewan Komisaris dan Direksi

Kebijakan keberagaman pada komposisi Dewan Komisaris dan Direksi diatur melalui Board Manual. Sesuai aturan itu, Dewan Komisaris dan Direksi wajib memenuhi sejumlah persyaratan, mencakup latar belakang pengetahuan dan keahlian yang dimiliki masing-masing anggota. Persyaratan bagi Dewan komisaris dan Direksi memperlihatkan bahwa komposisi Dewan Komisaris dan Direksi wajib disusun dengan memenuhi keberagaman pengetahuan dan keahlian, sesuai kebutuhan Perseroan.

Aspek Keberagaman pada Komposisi Dewan Komisaris

Pengungkapan aspek keberagaman komposisi Dewan Komisaris adalah sebagai berikut:

Tabel Aspek Keberagaman pada Komposisi Dewan Komisaris

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Said Aqil Siroj	Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner	71 tahun / 71 years old	Laki-laki / Male	- Doktor bidang Aqidah/ Filsafat Islam Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1994) / Doctorate in Islamic Creed/Philosophy Faculty of Ushuluddin Umma al-Qura University Mecca (1994) - Master bidang Perbandingan Agama Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1987) / Master of Religious Studies, Faculty of Ushuluddin, from University Umm al-Qura, Mecca (1987) - Sarjana bidang Ushuluddin dan Dakwah Fakultas Syari'ah dari Universitas King Abdul Aziz Mekkah (1982) / Bachelor of Ushuluddin and Da'wah at Faculty of Sharia, University King Abdul Aziz, Mekkah (1982)	- Komisaris Utama/Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / President Commissioner/Independent Commissioner of PT Kereta Api Indonesia (Persero)(2021-Present) - Vice President Religions for Peace (2019-sekarang) / Vice President of Religions for Peace (2019-present) - Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- sekarang) / Member of BPIP (Pancasila Ideology Assessment Agency) RI (2017-present) - Ketua Umum PBNU (2010 - 2021) / General Chairperson of PBNU (2010-2021) - Komisaris Independen PT Rumah Sakit Pelabuhan (Pelindo II Group) (2019-2020) / Independent Commissioner of PT Rumah Sakit Pelabuhan (Pelindo II Group)(2019-2020) - Komisaris Independen PT Pelabuhan Tanjung Priok(Pelindo II Group)(2012-2019)/ Independent Commissioner of PT Pelabuhan Tanjung Priok (Pelindo II Group)(2012-2019) - Ketua Majelis Wali Amanat Universitas Indonesia (2012-2015) / Chairman of the Board of Trustees of the University of Indonesia (2012-2015) - Guru Besar Bidang Tasawuf IAIN Sunan Ampel, Surabaya (2014) / Professor of Sufism IAIN Sunan Ampel, Surabaya (2014)	Manajemen, Filsafat Islam / Management, Islamic Philosophy

positive impact, especially for the practice of supervision and management of the Company. The fulfilment of the diversity aspect in the composition of the Board of Commissioners and the Board of Directors is the Company's effort to enrich the point of view in the decision-making process, both the Board of Commissioners and the Board of Directors, as an added value presented in the Company's operational and management activities, including the implementation of corporate governance.

Board of Commissioners and Board of Directors Diversity Policy

The diversity policy on the composition of the Board of Commissioners and the Board of Directors is regulated through the Board Manual. According to the regulation, the Board of Commissioners and the Board of Directors must fulfil a number of requirements, including the background knowledge and expertise of each member. The requirements for the Board of Commissioners and Board of Directors show that the composition of the Board of Commissioners and Board of Directors must be prepared by fulfilling the diversity of knowledge and expertise, according to the needs of the Company.

Diversity Aspects in the Composition of the Board of Commissioners

Disclosure of the diversity aspect of the composition of the Board of Commissioners and Board of Directors can be seen in the following table:

Table of Diversity Aspects in the Composition of the Board of Commissioners

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Rochadi	Komisaris Independen / Independent Commissioner	62 tahun / 62 years old	Laki-laki / Male	- Seskoad (2000) / Indonesian Army Command and General Staff College (2000) - Suslapa II (1995) / Field Artillery Officers Advanced Course II (1995) - Suslapa I (1991) / Field Artillery Officers Advanced Course I (1991) - Sussarcab Infanteri (1986) / Infantry Basic Corps Course (1986) - Akademi Militer (1986) / Military Academy (1986)	- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-present) - Dankoopssus TNI (2019) / Commander of the Special Operations Command of TNI (2019) - Direktur A Bais TNI (2018) / Director of Military Intelligence Agency of TNI (2019) - Danpusdikter Pusterad (2016) / Commander of the Territorial Training Center of Indonesian Army Territorial center (2016) - Paban Sahli Kasad Bidang Orkes Sahli Kasad (2015) / Staff Section of the Chief of Staff of the Indonesian Army of Orkes the Chief of Staff of the Indonesian Army - Irdam III/SLW (2014) / Inspectorate of the Regional Military Command III/SLW (2014) - Danrem 044/Gapo Dam II/SWJ (2013) / Commander of the Military District 044 Gapo Dam II/SWJ (2013) - Danbrigif 19/KT Dam XII/TPR (2010) / Commander of Infantry Brigade 19/KT Dam XII/TPR (2010) - Aster Kasdam III/SIW (2011) / Deputy Commander of the Military Regional Command III/SIW (2011) - Waasops Kasdam III/SLW (2007) / Deputy Operations Chief of Staff of the Regional Military Command III/SLW (2007) - Dandim 0616/Indramayu (2003) / Military District Commander 0616/Indramayu (2003)	Militer / Military
Riza Primadi*	Komisaris Independen / Independent Commissioner	64 tahun / 64 years old	Laki-laki / Male	- Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000) / Military District Commander 0616/Indramayu (2003) - Post Graduate in Science Communications, University of London, Birbeck College (1994) / Post Graduate in Science Communications, University of London, Birbeck College (1994) - Sarjana Sains bidang Matematika dan IPA dari Universitas Indonesia (1986) / Bachelor of Science in Mathematics and IPA from the University of Indonesia (1986)	- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- Sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present) - Staf Khusus Menteri BUMN (2015-2017) / SOE Minister's Special Staff (2015-2017) - News Advisor, Astro Awani Malaysia (2009-2010) / News Advisor, Astro Awani Malaysia (2009-2010) - News Director, PT Adi Karya Visi (2005-2008) / News Director, PT Adi Karya Visi (2005-2008) - News and Corporate Affairs Director, Trans TV (2000-2005) / News and Corporate Affairs Director, Trans TV (2000-2005) - Dosen Departemen Ilmu Komunikasi FISIP UI (1988-2008) / Lecturer, Department of Communication Sciences FISIP UI (1988- 2008)	Komunikasi / Communication
Endang Tirtana	Komisaris / Commissioner	44 tahun / 44 years old	Laki-laki / Male	- Doktor, Administrasi Publik Universitas Muhammadiyah Jakarta / Doctor, Public Administration, Muhammadiyah University of Jakarta - Pascasarjana, Magister Ilmu Administrasi Universitas Krisnadwipayana / Master, Administrative Science at Krisnadwipayana University - Sarjana Aqidah Filsafat, Institut Agama Islam Negeri (IAIN) Padang / Bachelor, Department of Aqidah Philosophy at the State Islamic Institute of Padang (IAIN)	- Direktur Indonesian Watch for Democracy (2017-Saat ini) / Director of Indonesian Watch for Democracy (2017-Present) - Peneliti Senior Maarif Insititute For Culture and Humanity (2019-sekarang / Senior Researcher, Maarif Institute for Culture and Humanity (2019-present)	Filsafat Islam, Ilmu Administrasi / Islamic Philosophy, Administrative Science

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Mohamad Risal Wasal	Komisaris / Commissioner	57 tahun / 57 years old	Laki-laki / Male	- Pascasarjana (S2), Sekolah Tinggi Ilmu Manajemen, Jakarta (2000) / Postgraduate (S2), College of Management Sciences, Jakarta (2000) - Diploma (D4), Sekolah Tinggi Transportasi Darat (1997) / Diploma (D4), Land Transportation College (1997)	- Direktur Jenderal Integrasi Antarmoda (2025-sekarang) / Director General of Intermodal Integration (2025-present) - Direktur Jenderal Perkeretaapian (2019-2025) / Director General of Railways (2019-2025) - Direktur Lalu Lintas dan Angkutan Kereta Api, Kementerian Perhubungan (2021- 2022) / Director of Railway Traffic and Transportation, Ministry of Transportation (2021-2022) - Direktur Sarana Transportasi Jalan, Kementerian Perhubungan (2020-2021) / Director of Road Transportation Rolling Stock, Ministry of Transportation (2020-2021) - Direktur Prasarana Transportasi Jalan, Kementerian Perhubungan (2019-2020) / Director of Road Transportation Infrastructure, Ministry of Transportation (2019-2020) - Direktur Pembinaan Keselamatan Kementerian Perhubungan (2018-2019) / Director of Safety Development Ministry of Transportation (2018-2019)	Transportasi / Transportation
Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	27 tahun / 27 years old	Laki-laki / Male	Sarjana Hukum, Universitas Indonesia (2019) / Bachelor of Laws, University of Indonesia (2019)	- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present) - Associate, Hendra Soenardi Law Firm (2019-2022) / Associate, Hendra Soenardi Law Firm (Oct 2019 – Jan 2022) - Trainee Associate, Hendra Soenardi Law Firm (2019-2019) / Trainee Associate, Hendra Soenardi Law Firm (May 2019 – Oct 2019) - Sekolah Cita Buana, Photography Teacher (2018 – 2019) / Cita Buana School, Photography Teacher (2018 – 2019) - Harika Event, Vice-Head of Media and Publication (2017-2018) / Harika Event, Vice-Head of Media and Publication (2017-2018)	Hukum / Legal
Diah Natalisa	Komisaris / Commissioner	61 tahun / 61 years old	Perempuan / Female	(Prof) Ilmu Manajemen dari Universitas Sriwijaya (2008) / (Professor) Management Sciences from the University of Sriwijaya (2008) - Doktor Program Studi Ilmu Ekonomi dari Universitas Airlangga (1999) / Doctor of Economics Studies Program from Airlangga University (1999) - Master bidang Manajemen dari University of Kentucky (1992) / Master of Management from the University of Kentucky (1992) - Sarjana bidang Manajemen dari Universitas Sriwijaya (1987) / Bachelor of Management from the University of Sriwijaya (1987)	- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present) - Komisaris PT Jamkrindo (2017-2021) / Commissioner of PT Jamkrindo (2017-2021) - Koordinator Kopertis Wilayah II Sumbagsel-Kemendikbud RI (2008-2016) / Commissioner of PT Jamkrindo (2017-2021) - Ketua Program Studi Magister Manajemen Universitas Sriwijaya (2000-2008) / Head of Sriwijaya University Master of Management Study Program (2000-2008)	Manajemen / Management

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Chairul Anwar	Komisaris / Commissioner	63 tahun / 63 years old	Laki-laki / Male	- Lemhannas RI (2013) / National Resilience Institute of the Republic of Indonesia (2013) - Sespati Polri (2009) / Leadership Training for High-Ranking Police Officers of the Indonesian National Police (2009) - Sespimpol (2001) / Police Staff and Leadership School (2001) - PTIK (1995) / Police Science Universities (1995) - Akpol (1986) / Indonesian Police Academy (1986)	- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021- Present) - Komisaris PT Angkasa Pura Solusi (2020-2021) / Commissioner of PT Angkasa Pura Solusi (2020-2021) - Ketua Pelaksana Harian Satgas Penanganan Pengungsi dari Luar Negeri (2019) / Chief Executive Officer of the Department of Foreign Refugees (2019) - Asisten Deputi Koordinasi Penanganan Kejahatan Transnasional dan Kejahatan Luar Biasa (2013-2016) / Assistant Deputy Coordinator for Transnational Crime and Extreme Crime Management (2013-2016) - Analisis Kebijakan Dittipidum (2013) / Policy Analyst of the Directorate of General Crimes (2013) - Penyidik Utama Tk. I Rowassidik (2011) / Principal Investigator Level I of the Investigation Supervision Bureau (2011) - Penyidik Utama Tk. I DIT III (2010) / Principal Investigator Level I of the Directorate III (2010)	Kepolisian / Police
Johan Sirait	Komisaris Independen / Independent Commissioner	48 tahun / 48 years old	Laki-laki / Male	Sarjana Hukum, Universitas Atma Jaya (1996) / Bachelor of Laws, Atma Jaya University (1996)	Co-Founder & Commissioner PT Menara Medika Pratama (2009- Sekarang) / Co-Founder & Commissioner of PT Menara Medika Pratama (2009- Present)	Hukum / Legal
Elen Setiadi**	Komisaris / Commissioner	54 tahun / 54 years old	Laki-laki / Male	- Magister Ilmu Ekonomi, Universitas Indonesia / Master of Economics, Universitas Indonesia - Sarjana Hukum Tata Negara, Universitas Andalas Padang / Bachelor of Constitutional Law, Universitas Andalas Padang	Staf Ahli Bidang Regulasi, Penegakan Hukum, dan Ketahanan Ekonomi / Expert Staff for Regulation, Law Enforcement, and Economic Resilience	Hukum, Ekonomi / Legal, Economics

*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.

**) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

Aspek Keberagaman pada Komposisi Direksi

Pengungkapan aspek keberagaman komposisi Direksi adalah sebagai berikut:

Tabel Aspek Keberagaman pada Komposisi Direksi

Diversity Aspects in the Composition of the Board of Directors

Disclosure of aspects of the diversity of the composition of the Board of Directors is as follows:

Table of Diversity Aspects in the Composition of the Board of Directors

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Didiek Hartantyo	Direktur Utama	63 tahun / 63 years old	Laki-laki / Male	- Master degree dari Daniel School of Business, University of Denver, Amerika Serikat (1995) / Master's degree from the Daniel School of Business, University of Denver, United States of America (1995) - Sarjana bidang Ekonomi Manajemendari Universitas Sebelas Maret (1985) / Bachelor of Economics in Management from Sebelas Maret University (1985)	- Direktur Utama PT Kereta Api Indonesia (Persero) (2020-sekarang) / President Director of PT Kereta Api Indonesia (Persero) (2020- present) - Direktur Keuangan PT Kereta Api Indonesia (Persero) (2016-2020) / Finance Director of PT Kereta Api Indonesia (Persero) (2016-2020) - Group Head Corporate Banking II, Bank Mandiri (2011-2016) / Group Head Corporate Banking II, Bank Mandiri (2011-2016) - Group Head Financial Institutions, Bank Mandiri (2010-2011) / Group Head Financial Institutions, Bank Mandiri (2010-2011)	Kuangan, Bisnis / Finance, Business

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	59 tahun / 59 years old	Laki-laki / Male	Magister Administrasi Bisnis dari Brunel University di London (2007) / Master of Business Administration from Brunel University in London (2007)	- Direktur Niaga PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2022-present) - Direktur Operasi PT Bukit Asam Tbk (2020-2021) / Managing Director of Operation of PT Bukit Asam Tbk (2020-2021) - Sekretaris Perusahaan PT Bukit Asam Tbk (2018-2020) / Secretary of PT Bukit Asam Tbk (2018-2020) - General Manager Pelabuhan Tarahan (2018-2020) / General Manager of Tarahan Port (2018-2020) - Direktur Utama PT Satria Bahana Sarana (2016-2017) / President Director of PT Satria Bahana Sarana (2016-2017) - Project Manager Pembangunan Infrastruktur Penanganan Batu Bara (2015-2016) / Project Manager Development of Coal Mining Infrastructure (2015-2016) - Site Manager Pembangunan Dermaga, Coal Handling Facilities dan Kantor Terpadu (2010-2015) / Site Manager Port Construction, Coal Handling Facilities and Integrated Office (2010-2015) - Project Manager Pembangunan Barge Loading Conveyor (2009-2010) / Barge Loading Conveyor Construction Project Manager (2009-2010) - Analisis Bisnis (2005-2009) / Business Analyst (2005-2009)	Operasi, Prasarana / Operation, Infrastructure
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	58 tahun / 58 years old	Laki-laki / Male	- Master bidang Teknik Perkeretaapian Institut Teknologi Bandung (2000) / Master of Science in Railway Engineering Institute of Technology (2000) - Sarjana bidang Teknik Sipil dari Institut Teknologi Nasional Bandung (1995) / Bachelor of Civil Engineering from the National Institute of Technology Bandung (1995)	- Direktur Operasi PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2022-present) - Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2020-2022) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2020-2022) - Direktur Operasi PT Kereta Api Indonesia (Persero) (2019) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2019) - Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Kantor Pusat PT Kereta Api Indonesia (Persero) (2016-2019) / Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Central Office of PT Kereta Api Indonesia (Persero) (2016-2019) - Executive Vice President Freight Marketing & Sales PT Kereta Api Indonesia (Persero) (2015-2016) / Executive Vice President Freight Marketing & Sales of PT Kereta Api Indonesia (Persero) (2015-2016)	Prasarana / Infrastructure
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	53 tahun / 53 years old	Laki-laki / Male	Sarjana bidang Manajemen dari Universitas Gajah Mada (1999) / Bachelor of Management from Gajah Mada University (1999)	- Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2022-present) - Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021) / Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021) - Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020) / Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020) - Plt. Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019) / Acting Technical Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019) - Direktur Utama PT Railink (2015-2019) / President Director of PT Railink (2015-2019) - Vice President Sub Divre III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (kini Divre IV Tanjungkarang) (2013-2015) / Vice President Sub Division III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (now Division IV Tanjungkarang) (2013-2015)	Sarana, Keselamatan / Facilities, Safety

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
Sandry Pasambuna*	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	57 tahun / 57 years old	Laki-laki / Male	- Magister Teknik Perminyakan UPN Veteran Yogyakarta (2020) / Master of Petroleum Engineering UPN Veterans Yogyakarta (2020) - Program Studi Program Profesi Insinyur Universitas Sam Ratulangi Manado (2020) / Sam Ratulangi Manado University's Engineering Professions Program (2020) - Environmental Policy and Management, The Van Hall Institute, Belanda (2002) / Environmental Policy and Management, The Van Hall Institute, Netherlands (2002) - Insinyur dari Fakultas Teknik Sipil Universitas Sam Ratulangi Manado (1995) / Engineer from the Faculty of Civil Engineering of Sam Ratulangi Manado University (1995)	- Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) (2022-present) - Direktur Perencanaan Strategis dan Pengembangan Usaha PT Kereta Api Indonesia (Persero) (2022) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero) (2022) - Direktur Komersial dan Pengembangan Usaha Perum DAMRI (2020-2022) / Commercial Director and Residential Enterprise Development DAMRI (2020-2022) - Commissioning & Quality Control Manager di PHE-ONWJ (2018-2020) / Commissioning & Quality Control Manager at PHE-ONWJ (2018-2020) - Head of Project Delivery di PHE-WMO dan Commissioning & Quality Control Manager di PHE-ONWJ (2011-2018) / Head of Project Delivery at PHE-WMO and Commissioning & Quality Control Manager at PHE-ONWJ (2011-2018)	Keselamatan / Safety
Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	52 tahun / 52 years old	Laki-laki / Male	Sarjana Hukum di Sekolah Tinggi Hukum Bandung (1996) / Bachelor of Law at Sekolah Tinggi Hukum Bandung (1996)	- Direktur Komersial dan Pengembangan Usaha Damri (2022- 2024) / Director of Commercial and Business Development at Damri (2022-2024) - Direktur Niaga KAI (2021-2022) / Managing Director of Business at KAI (2021-2022) - Komisaris PT Jaklingko (2020-2021) / Commissioner of PT Jaklingko (2020-2021)	Hukum, K3 / Legal, OHS
Suparno*	Direktur SDM dan UMUM / Managing Director of Human Capital & General Affairs	57 tahun / 57 years old	Laki-laki / Male	- Master bidang Teknik Perkeretaapian dari Institut Teknologi Bandung (2001) / Bachelor of Civil Engineering from Sebelas Maret State University (1993) - Sarjana bidang Teknik Sipil dari Universitas Negeri Sebelas Maret (1993) / Bachelor of Civil Engineering from Sebelas Maret State University (1993)	- Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Human Capital & General Affairs of PT Kereta Api Indonesia (Persero) (2022-present) - Vice President Facility and Bridge (2020) / Vice President of Facility and Bridge (2020) - Vice President Pengadaan Barang dan jasa (2019-2020) / Vice President of Procurement of freight and Services (2019-2020) - Vice President IT Planning and Governance (2018) / Vice President of IT Planning and Governance (2018)	SDM, Prasarana / Human Capital, Infrastructure
Rosma Handayani	Direktur SDM dan UMUM / Managing Director of Human Capital & General Affairs	55 tahun / 55 years old	Perempuan / Female	- Magister Manajemen Universitas Gajah Mada (2004) / Master of Management from Universitas Gajah Mada (2004) - Sarjana Hukum di Universitas Indonesia (1993) / Bachelor of Law from Universitas Indonesia (1993)	- Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of Human Capital and General Affairs (2024-Present) - SEVP Human Capital Bank Syariah Indonesia (2021-2024) - SEVP Human Capital Bank Syariah Mandiri (2020-2021) - Direktur Compliance & Human Capital PT Bank Syariah Mandiri (2020) / Director of Compliance & Human Capital at PT Bank Syariah Mandiri (2020)	Hukum, SDM, Manajemen / Legal, Human Capital, Management

Nama / Name	Jabatan / Position	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman Kerja / Work Experience	Keahlian / Skill
John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	61 tahun / 61 years old	Laki-laki / Male	Sarjana bidang Teknik Mesin dari Universitas HKBP Nommensen (1989) / Bachelor of Science in Mechanical Engineering from HKBP Nommensen University (1989)	- Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Strategic Planning and Rolling Stock Management (2023 - present) - Direktur Pelaksana Perencanaan Strategis dan Pengembangan Bisnis PT Kereta Api Indonesia (Persero) (2022-2024) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero)(2022-2024) - Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2019-2022) / Managing Director of Safety and Security of PT Kereta Api Indonesia(Persero)(2019-2022) - Pelaksana Tugas Direktur Teknik PT Kereta Commuter Indonesia (2019) / Acting Director of Engineering of PT Kereta Commuter Indonesia (2019) - Executive Vice President Divisi Light Rail Transit Jabodebek (2017-2019) / Executive Vice President of Light Rail Transit Division of Jabodebek (2017-2019) - Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017) / Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero)(2017) - Executive Vice President Daerah Operasi I Jakarta PT Kereta Api Indonesia (Persero) (2016-2017) / Executive Vice President of Operational Area I Jakarta of PT Kereta Api Indonesia(Persero)(2016-2017) - Direktur Teknik KAI Commuter Jabotabek (2014-2016) / Director of Engineering of KAI Commuter Jabotabek(2014-2016)	Keselamatan / Safety
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	61 tahun / 61 years old	Laki-laki / Male	- MBA in International Banking & Finance di Birmingham Business School, University of Birmingham, Inggris (1997) / MBA in International Banking & Finance from Birmingham Business School, University of Birmingham, Inggris (1997) - Sarjana bidang Akuntansi dari Universitas Indonesia (1988) / Bachelor of Accounting from Universitas Indonesia (1988)	- Direktur Keuangan dan Manajemen Risiko PT Kereta Api Indonesia (Persero) (2020-Sekarang) / Managing Director of Finance and Risk Management of PT Kereta Api Indonesia(Persero)(2020-present) - Finance & Human Resources Director di PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020) / Finance & Human Resources Director of PT Pelabuhan Tanjung Priok (PT Pelindo II Group)(2019-2020) - President Director PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019) / President Director of PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019)	Keuangan / Finance
Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	52 tahun / 52 years old	Laki-laki / Male	- Calon Magister Ekonomi Universitas Trisakti 2022 - Sekarang / Master Degree Candidate Trisakti University (2022 - Present) - Sarjana Ekonomi Universitas Trisakti 1991 - 1996 / Bachelor of Economic Trisakti University (1991 - 1996)	- Direktur Pengembangan Usaha dan Kelembagaan PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Business Development and Institutional Relations (November 2023 - present) - Group Head Corporate Secretary Bank Mandiri (2020-2023) / Group Head Corporate Secretary Bank Mandiri (2020- November 2023) - Department Head Corporate Communication Bank Mandiri (2019-2020) / Corporate Communication Department Head of Bank Mandiri (2019-2020) - Area Head Yogyakarta Bank Mandiri (2017-2019) / Area Head of Bank Mandiri Yogyakarta (2017-2019)	Pengembangan Bisnis / Business Development

*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No. longer served based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

Nominasi dan Remunerasi Dewan Komisaris dan Direksi [GRI 2-10]

Nomination and Remuneration of the Board of Commissioners and Board of Directors [GRI 2-10]

NOMINASI DEWAN KOMISARIS DAN DIREKSI

Perseroan menerapkan proses nominasi Dewan Komisaris dan Direksi dengan mengacu pada Peraturan Menteri BUMN No. PER-10/MBU/10/2020 tanggal 09 Oktober 2020 tentang Perubahan Atas Peraturan Menteri BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara dan pada Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Bakal calon Dewan Komisaris dan Direksi diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Remunerasi dan Nominasi. Bakal calon yang akan ditetapkan menjadi calon anggota Dewan Komisaris dan Direksi adalah seorang yang telah dinyatakan memenuhi Persyaratan formal, persyaratan materiil dan persyaratan lain serta lulus Uji Kelayakan dan Kepatutan (UKK). Penetapan Direksi dan Dewan dilakukan melalui Keputusan RUPS.

PROSEDUR DAN PELAKSANAAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS [GRI 2-19, 2-20]

Penetapan remunerasi bagi anggota Dewan Komisaris dan Direksi merupakan kewenangan pemegang saham melalui mekanisme RUPS, dengan formulasi yang mengacu pada Peraturan Menteri BUMN No. PER-04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN, dengan perubahan terakhir berdasarkan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam Atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

NOMINATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company implements the nomination process for the Board of Commissioners and the Board of Directors in accordance with the Regulation of the Minister of SOEs No. PER-10/MBU/10/2020, dated October 9, 2020, which amends the Regulation of the Minister of SOEs No. PER-02/MBU/02/2015, outlining the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises. Additionally, it adheres to the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015, dated February 17, 2015, concerning the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises.

Prospective candidates for the Board of Commissioners and the Board of Directors are nominated by the Board of Commissioners, with support from the Remuneration and Nomination Committee. Candidates proposed for membership must satisfy formal, material, and other requirements and successfully pass the Fit and Proper Test (UKK). The appointment of members to the Board of Directors and Board of Commissioners is finalized through a GMS decision.

PROCEDURE AND IMPLEMENTATION OF REMUNERATION FOR THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS [GRI 2-19, 2-20]

Determination of remuneration for members of the Board of Commissioners and Board of Directors is the authority of shareholders through the GMS mechanism, with a formulation referring to the Regulation of the Minister of SOEs No. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Board of Supervisors of SOEs, with the latest amendment based on Regulation of the Minister of SOEs No. PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Board of Supervisors of State-Owned Enterprises.

PROSEDUR PENETAPAN REMUNERASI

Dalam proses penetapan besaran remunerasi Dewan Komisaris dan Direksi, Dewan Komisaris dengan dibantu Komite Nominasi dan Remunerasi melakukan kajian dan evaluasi tentang besaran dana remunerasi yang akan diberikan. Selanjutnya, hasil kajian dan evaluasi disampaikan kepada RUPS untuk dikaji kembali hingga kemudian disahkan setelah mendapat kesepakatan. Indikator Penetapan Remunerasi Penetapan remunerasi berupa gaji atau honorarium, tunjangan, dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan sejumlah indikator mencakup skala usaha, kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, serta faktor-faktor lain yang relevan, dengan batasan yang diatur di dalam peraturan perundang-undangan yang berlaku.

STRUKTUR DAN BESARAN REMUNERASI MASING-MASING ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Berdasarkan prosedur dan indikator penetapan remunerasi yang diuraikan sebelumnya, struktur remunerasi Dewan Komisaris dan Direksi yang berlaku untuk tahun buku 2024 adalah sebagai berikut:

Struktur Remunerasi Dewan Komisaris dan Direksi

Berdasarkan prosedur dan indikator penetapan remunerasi yang diuraikan sebelumnya, struktur remunerasi Dewan Komisaris dan Direksi yang berlaku tahun 2024 adalah sebagai berikut:

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi Tahun 2024

Jenis Penghasilan / Income Type	Keputusan / Decision		Keterangan / Description
	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	
Honorarium/Gaji Honorarium/Salary	Honorarium Komisaris Utama: 45% dari Direktur Utama Anggota Dewan Komisaris: 90% dari Komisaris Utama / President Commissioner Honorarium: 45% of the President Director Members of the Board of Commissioners: 90% of the President Commissioner	- Gaji Direktur Utama: 100% dari gaji Direktur Utama / President Director's salary: 100% of the President Director's salary - Anggota Direksi lainnya 85% dari gaji Direktur Utama / Other members of the Board of Directors are 85% of the President Director's salary.	Sesuai SR-4/Wk.MBU.11/07/2023 Tanggal 24 Juli 2023 / In accordance with SR-4/Wk.MBU.11/07/2023 dated July 24th, 2023.
Tunjangan / Allowance			
Tunjangan Hari Raya Keagamaan / Religious holiday allowance	1 (satu) kali honorarium / 1 (one) time honorarium	1 (satu) kali gaji / 1 (one) time salary	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023
Asuransi Purna Jabatan / PostService Insurance	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun / The premium borne by the company is 25% of salary in 1 year	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun / The premium borne by the company is 25% of salary in 1 year	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023

REMUNERATION DETERMINATION PROCEDURE

In determining the remuneration amount for the Board of Commissioners and the Board of Directors, the Board of Commissioners, with the assistance of the Nomination and Remuneration Committee, performs a comprehensive study and evaluation of the remuneration budget. The findings of this evaluation are then presented to the GMS for review and subsequent approval. The determination of remuneration, whether in the form of salaries, honorariums, allowances, or fixed benefits, is influenced by various indicators including business scale, business complexity, inflation rates, the Company's financial condition and capacity, as well as other pertinent factors, all within the limits set by relevant laws and regulations.

STRUCTURE AND AMOUNT OF REMUNERATION FOR EACH MEMBER OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS

Based on the previously outlined procedures and indicators for determining remuneration, the remuneration structure for the Board of Commissioners and the Board of Directors for the financial year 2024 is as follows:

Remuneration Structure for the Board of Commissioners and Board of Directors

As detailed above, the remuneration structure applicable to the Board of Commissioners and Board of Directors in 2024 is as follows:

Table of Remuneration Structure of the Board of Commissioners and Board of Directors in 2024

Jenis Penghasilan / Income Type	Keputusan / Decision		Keterangan / Description
	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	
Tunjangan perumahan / Housing allowance	-	Tunjangan perumahan termasuk biaya utilitas diberikan secara bulanan yang besarnya ditetapkan oleh Menteri; / Housing allowance includes utility costs is provided on a monthly basis, the amount of which is determined by the Minister;	Sesuai PER-3/MBU/03/2023 Apabila Direksi BUMN masih mendapatkan fasilitas rumah dinas, maka tetap dapat menggunakan fasilitas tersebut paling lambat tanggal 31 Desember 2024 / In accordance with PER-3/MBU/03/2023, if SOE Directors still have official housing facilities, they can still use these facilities no later than December 31st, 2024
Tunjangan Transportasi / Transportation Allowances	20% dari honorarium per bulan / 20% of honorarium per month	-	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023
Fasilitas / Facility			
Fasilitas Kendaraan / Vehicle Facilities	-	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan / 1 (one) unit along with maintenance costs and operational costs, taking into account the company's financial condition.	Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 3.500 cc. Untuk kendaraan berbahan bakar minyak atau batas maksimal 100 kWh untuk kendaraan bermotor listrik berbasis baterai (battery electric vehicle) / Vehicle specifications and types are regulated by the Board of Commissioners with a maximum limit of 3,500 cc. For oilfueled vehicles or a maximum limit of 100 kWh for battery electric vehicles
Fasilitas Kesehatan / Medical Facility	Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) / In the form of Health insurance or reimbursement of medical expenses (at cost)	Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) / In the form of health insurance or reimbursement of medical expenses (at cost)	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023
Fasilitas Bantuan Hukum / Legal Aid Facility	- Diberikan dengan memperhatikan prinsip kewajaran, transparansi, dan akuntabilitas sesuai dengan ketentuan yang berlaku, serta memperhatikan kemampuan keuangan BUMN yang bersangkutan; / Provided by taking into account the principles of fairness, transparency, and accountability in accordance with applicable provisions, and taking into account the financial capabilities of the BUMN concerned; - Sebesar pemakaian (at cost) / At cost	- Diberikan dengan memperhatikan prinsip kewajaran, transparansi, dan akuntabilitas sesuai dengan ketentuan yang berlaku, serta memperhatikan kemampuan keuangan BUMN yang bersangkutan; / Provided by taking into account the principles of fairness, transparency, and accountability in accordance with applicable provisions, and taking into account the financial capabilities of the BUMN concerned; - Sebesar pemakaian (at cost) / At cost	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023
Tantiem/Insentif Kinerja / Tantiem/ Performance Incentive	Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/ Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan / Provision of Tantiem/IK is given proportionally based on the achievement of performance in the year concerned and taking into account the achievement of dividend contributions to the State or other indicators determined by the GMS/Minister in the Company's Work Plan and Budget (RKAP) for the year concerned	Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/ Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan / Provision of Tantiem/IK is given proportionally based on the achievement of performance in the year concerned and taking into account the achievement of dividend contributions to the State or other indicators determined by the GMS/Minister in the Company's Work Plan and Budget (RKAP) for the year concerned.	Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023

Besaran Remunerasi Dewan Komisaris dan Direksi

Informasi besaran remunerasi masing-masing anggota Dewan Komisaris dan anggota Direksi untuk tahun 2023 adalah sebagai berikut:

Tabel Besaran Remunerasi Dewan Komisaris dan Direksi Tahun 2024

(Dalam Jutaan Rupiah)

Jenis Remunerasi dan Fasilitas / Types of Remuneration and Facilities	Jumlah Diterima / Total Received			
	Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
	Jumlah Orang / Total People	Nilai / Amount	Jumlah Orang / Total People	Nilai / Amount
Honorarium/Gaji / Honorarium/Salary	Dewan Komisaris (termasuk yang sudah berhenti pada tahun 2024) / Board of Commissioners (including those who retired in 2024)		Direksi (termasuk yang sudah berhenti pada tahun 2024) / Directors (including those who retired in 2024)	
		Rp13.323		Rp29.601
Tantien	Dewan Komisaris (termasuk yang sudah berhenti pada tahun 2024) / Board of Commissioners (including those who retired in 2024)		Direksi (termasuk yang sudah berhenti pada tahun 2023) / Directors (including those who retired in 2023)	
		Rp20.459		Rp39.541

Amount of Remuneration for the Board of Commissioners and Board of Directors

Information on the amount of remuneration for each member of the Board of Commissioners and member of the Board of Directors for 2023 is as follows:

Table of Remuneration Amounts for the Board of Commissioners and Directors in 2024

(In Million Rupiah)

Rincian Besaran Remunerasi Dewan Komisaris dan Direksi

Pada laporan ini, KAI tidak mengungkapkan rincian mengenai rasio kompensasi total tahunan bagi individu dengan bayaran tertinggi di organisasi terhadap median (nilai tengah) total kompensasi tahunan untuk semua pekerja (tidak termasuk individu dengan bayaran tertinggi). **[GRI 2-21]**

Details of the Amount of Remuneration for the Board of Commissioners and Directors

In this report, KAI does not disclose the detail of the ratio of the annual total compensation for the highest-paid individual in the organization to the median (middle) annual total compensation for all employees (excluding the highest-paid individual). **[GRI 2-21]**

Komite Di Bawah Dewan Komisaris

Committees Under The Board of Commissioners

Dalam melaksanakan fungsinya sebagai organ pengawas dan pemberi nasihat Perseroan, Dewan Komisaris didukung oleh sejumlah komite yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Manajemen Risiko. Masing-masing komite telah dibentuk dan difungsikan sesuai peraturan perundang-undangan dan standar penerapan GCG yang berlaku, mencakup ketentuan di dalam Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

In carrying out its function as the Company's supervisory and advisory organ, the Board of Commissioners is supported by a number of committees, namely the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee. Each committee has been established and functions in accordance with the prevailing laws and regulations and GCG implementation standards, including the provisions in the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 on Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.

Komite Audit

Audit Committee

Komite Audit merupakan organ pendukung Dewan Komisaris yang membantu Dewan Komisaris dalam menilai kecukupan sistem pengendalian internal, kecukupan pelaporan, dan pengungkapan laporan keuangan, serta tugas-tugas lain yang tercantum dalam Piagam Komite Audit. Pembentukan Komite Audit merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas sistem pengendalian intern serta pelaksanaan prinsip tata kelola perusahaan yang baik.

PIAGAM KOMITE AUDIT

Komite Audit memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Audit pertama kali diterbitkan berdasarkan Keputusan Dewan Komisaris No. 01/KA/DEKOM/KAI/I/2013 tanggal 1 Januari 2013 tentang Pedoman Kerja Komite Audit (*Audit Committee Charter*). Pada tahun 2017, Piagam Komite Audit telah diperbaharui dengan Piagam Komite Audit (*Audit Committee Charter*) No. 01/KA/X/2017 tanggal 11 Oktober 2017.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Menjadi fasilitator bagi Dewan Komisaris, untuk memastikan bahwa struktur pengendalian internal Perseroan telah dilaksanakan dengan baik, pelaksanaan audit internal maupun eksternal telah dilaksanakan sesuai dengan standar *auditing* yang berlaku dan tindak lanjut temuan hasil audit dilaksanakan oleh manajemen.
2. Komite Audit mengkaji ruang lingkup dan ketetapan Audit Eksternal, kewajaran biaya Audit Eksternal serta kemandirian dan objektivitas Auditor Eksternal.
3. Memastikan efektivitas sistem pengendalian internal/manajemen dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal.
4. Menilai pelaksanaan kegiatan⁴ serta hasil audit yang dilakukan Internal Audit maupun auditor eksternal.
5. Memberi rekomendasi kepada Dewan Komisaris mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya, penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan dan *fee*.

The Audit Committee is a supporting organ of the Board of Commissioners that assists the Board of Commissioners in assessing the adequacy of the internal control system, adequacy of reporting, and disclosure of financial statements, as well as other duties listed in the Audit Committee Charter. The establishment of the Audit Committee is an integral part of the Company's efforts to ensure the effectiveness of the internal control system and the implementation of good corporate governance principles.

AUDIT COMMITTEE CHARTER

The Audit Committee has a Committee Charter that regulates the organization, membership, code of conduct, functions, duties, authorities and responsibilities, as well as the working mechanism of the committee. The Audit Committee Charter was first issued based on the Decision of the Board of Commissioners No. 01/KA/DEKOM/KAI/I/2013 dated January 1, 2013 concerning the Audit Committee Charter. In 2017, the Audit Committee Charter was updated with Audit Committee Charter No. 01/KA/X/2017 dated October 11, 2017.

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee include:

1. Become a facilitator for the Board of Commissioners, to ensure that the Company's internal control structure has been implemented properly, the implementation of internal and external audits has been carried out in accordance with applicable auditing standards and follow-up on audit findings carried out by management.
2. The Audit Committee reviews the scope and provisions of the External Audit, the reasonableness of the External Audit fees and the independence and objectivity of the External Auditor.
3. Ensure the effectiveness of the internal/management control system and the effectiveness of the implementation of the duties of external auditors and internal auditors.
4. Assessing the implementation of activities and results of audits conducted by Internal Audit and external auditors.
5. Provide recommendations to the Board of Commissioners regarding the improvement of the management control system and its implementation, the appointment of Accountants based on independence, scope of assignment and fees.

6. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan akuntan atas jasa yang diberikan. 7. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya. 8. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perseroan. 9. Menyusun program kerja tahunan Komite Audit untuk mendapatkan persetujuan Dewan Komisaris dan membuat laporan periodik untuk disampaikan dan dievaluasi oleh Dewan Komisaris. 10. Memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, dan mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain meliputi: a. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan, seperti laporan keuangan, RJPP, RKAP, laporan Manajemen, dan informasi keuangan lainnya. b. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan di bidang Pasar Modal dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan Perseroan. c. Melakukan penelaahan atas pemeriksaan oleh auditor eksternal dan mengkaji kecukupan fungsi audit internal termasuk jumlah auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan. d. Melakukan penelaahan dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Perseroan. e. Mengkaji kecukupan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditornya. f. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal. g. Adanya potensi benturan kepentingan di Perseroan. h. Melaporkan kepada Dewan Komisaris berbagai risiko yang dihadapi Perseroan dan melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, jika tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris.	6. Provide an independent opinion in the event of a difference of opinion between the Management and the accountant on the services provided. 7. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners. 8. Ensure that there is a satisfactory evaluation procedure for all information issued by the Company. 9. Prepare the annual work program of the Audit Committee for approval by the Board of Commissioners and make periodic reports to be submitted and evaluated by the Board of Commissioners. 10. Provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, and identify matters that require the attention of the Board of Commissioners, and carry out other tasks related to the duties of the Board of Commissioners, including: a. Reviewing financial information that will be issued by the Company, such as financial statements, RJPP, RKAP, Management reports, and other financial information. b. Reviewing the Company's compliance with laws and regulations in the Capital Market sector and other laws and regulations related to the Company's activities. c. Reviewing the examination by the external auditor and reviewing the adequacy of the internal audit function including the number of auditors, annual work plan and assignments that have been carried out. d. Reviewing and reporting to the Board of Commissioners on complaints relating to the Company. e. Reviewing the adequacy of external audit implementation, including audit planning and the number of auditors. f. Reviewing the implementation of the audit by internal auditors and overseeing the implementation of follow-up by the Board of Directors on the findings of internal auditors. g. The existence of potential conflicts of interest in the Company. h. Reporting to the Board of Commissioners on various risks faced by the Company and reviewing the risk management implementation activities carried out by the Board of Directors, if there is no risk monitoring function under the Board of Commissioners.

11. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
12. Menjaga kerahasiaan dokumen, data dan informasi Perseroan baik dari pihak internal maupun eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya.
13. Dewan Komisaris dapat memberikan penugasan lain kepada Komite Audit yang ditetapkan dalam piagam Komite Audit.

11. Reviewing complaints relating to the Company's accounting and financial reporting processes.
12. Maintain the confidentiality of the Company's documents, data, and information both from internal and external parties and only used to carry out its duties.
13. The Board of Commissioners may provide other assignments to the Audit Committee as stipulated in the Audit Committee charter.

KOMPOSISI KEANGGOTAAN DAN KEAHLIAN KOMITE AUDIT

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Audit adalah sebagai berikut:

Tabel Komposisi Keanggotaan dan Keahlian Komite Audit

Nama / Name	Jabatan / Position	Keahlian / Expertise
Riza Primadi*	Ketua Komite Audit / Head of the Audit Committee	Komunikasi / Communication
Rochadi**	Ketua Komite Audit / Head of the Audit Committee	Militer / Military
Endang Tirtana***	Anggota Komite Audit / Member of the Audit Committee	Administrasi Publik / Public Administration
Johan Sirait	Anggota Komite Audit / Member of the Audit Committee	Hukum / Legal
Amalia Setianti Lestari	Anggota Komite Audit / Member of the Audit Committee	Akuntansi / Accounting
Ernesto	Anggota Komite Audit / Member of the Audit Committee	Akuntansi / Accounting

*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

***) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

COMPOSITION OF MEMBERSHIP AND EXPERTISE OF THE AUDIT COMMITTEE

In 2024, the composition of the Audit Committee membership and expertise is as follows:

Table of Membership Composition and Expertise of the Audit Committee

PROFIL KOMITE AUDIT

Informasi profil masing-masing anggota Komite Audit di tahun 2024 adalah sebagai berikut:

AUDIT COMMITTEE PROFILE

Profile of each Audit Committee Member in 2024 are as follows:

RIZA PRIMADI* Ketua Komite Audit / Head of the Audit Committee

Profil Riza Primadi sebagai ketua Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Riza Primadi's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section.

*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of SOE No. SK-61/MBU/03/2024 dated March 5, 2024.

ROCHADI** Ketua Komite Audit / Head of the Audit Committee

Profil Rochadi sebagai ketua Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Rochadi's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

Endang Tirtana***

Anggota Komite Audit / Member of the Audit Committee

Profil Endang Tirtana sebagai anggota Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Endang Tirtana's Profile as the member of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

***Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

JOHAN SIRAIT

Anggota Komite Audit / Member of the Audit Committee

Profil Johan Sirait sebagai anggota Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Johan Sirait's Profile as the member of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

AMALIA SETIANTI LESTARI

Anggota Komite Audit / Member of the Audit Committee

Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang
Tempat dan Tanggal Lahir / Place and Date of Birth	Bandung, 4 Oktober 1963 / Bandung, October 4, 1963
Usia / Age	62 tahun / 62 years old
Periode Menjabat / Term of Office	2021-2023 (Periode Pertama) / 2021-2023 (First Period) 2024-2026 (Periode Kedua) / 2024-2026 (Second Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Keputusan Dewan Komisaris PT KAI No. 02/CH/DEKOM/I/2024 / Decree of the Board of Commissioners of PT KAI No. 02/CH/DEKOM/I/2024
Riwayat Pendidikan / Educational Background	S1 (Sarjana Ekonomi) Universitas Indonesia (1988) / Bachelor's Degree in Economics from Universitas Indonesia (1988)
Sertifikasi / Certification	- CIISA (International of Certified Information System Auditor) from AAFM (2021) - Certified in Audit Committee Practices from IKAI (2017) - Sertifikasi Manajemen Risiko Tingkat IV from BSMR/GARP (2016) / Risk Management Certification Grade IV from BSMR/GARP - 2010 (last refreshed in 2016)
Pengalaman Kerja / Employment History	- Independent member of the Risk Monitoring Committee and Audit Committee, PT Bank JTrust Indonesia Tbk (2016-2020/2019) - Independent member of the Audit Committee and Risk Monitoring Committee, PT Rabobank International Indonesia, (2016-2018) - TS (Treasury Services) Compliance and MLRO (Money Laundering Reporting Officer), JP Morgan Chase, NA - Jakarta Branch (2013-2015) - Head of Compliance, PT Bank Rabobank International Indonesia (2010-2012) - Internal Audit Manager, PT Bank Rabobank International Indonesia (1998-2009)
Rangkap Jabatan / Concurrent Position	Kepala Satuan Pengawas Internal Universitas Indonesia (2020-sekarang) / Head of Internal Monitoring Unit, University of Indonesia (2020 - present)

ERNESTO

Anggota Komite Audit / Member of the Audit Committee

Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Bandung
Tempat dan Tanggal Lahir / Place and Date of Birth	Bukittinggi, 7 Juni 1959 / Bukittinggi, June 7, 1959
Usia / Age	65 tahun / 65 years old
Periode Menjabat / Term of Office	2021-2023 (Periode Pertama) / 2021-2023 (First Period) 2024-2026 (Periode Kedua) / 2024-2026 (Second Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Keputusan Dewan Komisaris PT KAI No. 02/CH/DEKOM/I/2024 tanggal 17 Januari 2024 / Decree of the Board of Commissioners of PT KAI No. 02/CH/DEKOM/I/2024 dated January 17, 2024.
Riwayat Pendidikan / Educational Background	- Magister Manajemen Akuntansi dari Universitas Padjajaran Bandung (2001) / Master's Degree in Accounting from Universitas Padjajaran Bandung (2001) - Sarjana Ekonomi Jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Bandung (1987) / Bachelor's Degree in Economics, Accounting Study Program from Sekolah Tinggi Ilmu Ekonomi Bandung (1987)

Sertifikasi / Certification	- Self Mastery Development Program Training Wisma Bahtera Cipayung (2015) / Wisma Bahtera Cipayung Self-Mastery Development Program Training in 2015 - In House Training Bimbingan Teknik Auditing BPKP Jawa Barat (2013) / In House Training of Auditing Technical Guidelines by BPKP of West Java in 2013 - Pelatihan Audit Kinerja PPA UNPAD (2002) / PPA UNPAD Performance Audit Training in 2002 - Diklat Pengawasan Keuangan Negara Pusdiklat BPKP (1994) / BPKP Pusdiklat State Financial Supervision Training in 1994 - Penataran Pemeriksaan Operasional PPA STAN (1994) / Upgrading of Operational Examination of PPA STAN in 1994 - Diklat Komputer/EDP Audit Pusdiklat BPKP (1993) / Computer Training/EDP Audit Pusdiklat BPKP in 1993
Pengalaman Kerja / Employment History	- Kepala Satuan Pengawasan Intern PT PELNI (2014-2017) / Head of PT. PELNI Internal Control Unit (2014-2017) - Executive Vice President Internal Audit (2012-2014) - Vice President Revenue Verification (2009-2012) - Vice President Pajak, PSO, IMO dan TAC (2009-2009) / Vice President of Taxes, PSO, IMO and TAC (2009-2009) - Kepala Sub Direktorat Sediaan pada Direktorat Keuangan (2007-2009) / Head of Sub Directorate of Inventory at Directorate of Finance (2007-2009) - Kepala Bagian Administrasi dan SDM Divisi Sarana (2002-2007) / Head of Administration and Human Resources Division of Rolling Stock (2002-2007)
Rangkap Jabatan / Concurrent Position	Tidak memiliki / None

INDEPENDENSI KOMITE AUDIT

Informasi kriteria independensi Komite Audit di tahun 2024 adalah sebagai berikut:

AUDIT COMMITTEE INDEPENDENCE

Information on the independence criteria of the Audit Committee in 2024 is as follows:

Tabel Independensi Komite Audit

Table of the Audit Committee Independence

Aspek Independensi / Independence Aspect	Riza Primadi*	Rochadi**	Endang Tirtana***	Johan Sirait	Amalia Setianti Lestari	Ernesto
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member	✓	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not concurrent as an administrators of political parties, officials, and government	✓	✓	✓	✓	✓	✓

*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

***) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

PENINGKATAN KOMPETENSI KOMITE AUDIT

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Audit Perseroan di tahun 2024 adalah sebagai berikut:

AUDIT COMMITTEE COMPETENCY DEVELOPMENT

Information on training and/or competency improvement attended by members of the Company's Audit Committee in 2024 is as follows:

Tabel Kompetensi Komite Audit tahun 2024

Audit Committee Competency Table 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizer
Riza Primadi*	Ketua Komite Audit / Head of the Audit Committee	-	-	-
Rochadi**	Ketua Komite Audit / Head of the Audit Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc- Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
Endang Tirtana***	Anggota Komite Audit / Member of the Audit Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc- Based Strategic Management	-	Sinergi Development Group
Johan Sirait	Anggota Komite Audit / Member of the Audit Committee	-	2 September 2024 di Bandung / September 2, 2024, in Bandung	-
Amalia Setianti Lestari	Anggota Komite Audit / Member of the Audit Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc- Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
Ernesto	Anggota Komite Audit / Member of the Audit Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc- Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association

*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

***) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

RAPAT KOMITE AUDIT

Kebijakan Rapat Komite Audit

Sesuai Piagam Komite Audit, Perseroan menerapkan kebijakan rapat bagi Komite Audit dengan perincian sebagai berikut:

- Frekuensi Rapat
 - Rapat reguler Komite Audit minimal diadakan sekali setiap 1 (satu) bulan, yang diadakan paling lambat 1 (satu) minggu sebelum pelaksanaan rapat reguler Dewan Komisaris.
 - Rapat reguler Komite Audit paling tidak harus dihadiri oleh 2/3 (dua per tiga) dari jumlah anggota Komite Audit.
 - Pengambilan keputusan harus disetujui oleh lebih dari ½ (setengah) jumlah anggota Komite Audit.

AUDIT COMMITTEE MEETING

Audit Committee Meeting Policy

In accordance with the Audit Committee Charter, the Company implements the following meeting policy:

- Meeting Frequency
 - The Audit Committee Regular Meetings are held at least once in 1 (one) month, no later than 1 (one) week prior to the implementation of Board of Commissioners regular meeting.
 - The Audit Committee Regular Meetings shall be attended by at least 2/3 (two-third) of the Audit Committee members.
 - The decision made shall be approved by more than ½ (half) of the Audit Committee members.

- d. Komite Audit dapat setiap saat mengadakan rapat untuk membahas hal-hal yang dianggap perlu dan atau mendesak di luar agenda rapat reguler tersebut.
- e. Komite Audit dalam pengambilan keputusan harus mendasarkan pada prinsip musyawarah untuk mufakat.
2. Agenda Rapat Agenda setiap rapat harus ditetapkan dengan jelas dan didistribusikan kepada anggota Komite Audit sebelum pelaksanaan rapat.
3. Peserta Rapat Sesuai dengan wewenangnya, Komite Audit dapat mengundang Satuan Pengawasan Intern, akuntan publik/ Auditor Eksternal, anggota Direksi, pejabat dan pekerja Perusahaan maupun pihak-pihak lainnya yang dianggap perlu dan terkait dengan agenda rapat yang hendak dibicarakan.
4. Notulen Rapat Setiap rapat harus dibuatkan notulennya secara tertulis dan ditandatangani oleh seluruh anggota Komite Audit yang hadir

Pelaksanaan Rapat Komite Audit

Di tahun 2024, Komite Audit telah menyelenggarakan rapat sejumlah 8 (delapan) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Audit.

Frekuensi dan Kehadiran Rapat Komite Audit

Informasi frekuensi Komite Audit di tahun 2024 adalah sebagai berikut:

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase / Percentage (%)
Riza Primadi*	Ketua Komite Audit / Head of the Audit Committee	3	3	100
Rochadi**	Ketua Komite Audit / Head of the Audit Committee	8	8	100
Endang Tirtana***	Anggota Komite Audit / Member of the Audit Committee	5	4	80
Johan Sirait	Anggota Komite Audit / Member of the Audit Committee	8	5	63
Amalia Setianti Lestari	Anggota Komite Audit / Member of the Audit Committee	8	8	100
Ernesto	Anggota Komite Audit / Member of the Audit Committee	8	8	100

*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

***) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

Tanggal, Agenda, dan Peserta Rapat Komite Audit

Informasi tanggal, agenda, dan peserta rapat Komite Audit di tahun 2024 adalah sebagai berikut:

- d. The Audit Committee can hold meetings anytime to discuss pressing matters outside the regular meetings agenda.
- e. Decision made by the Audit Committee shall be in the basis on consensus deliberation principles.
2. Meeting Agenda Agenda of each meeting shall be clearly determined and distributed to the Audit Committee members prior to the meeting implementation.
3. Participants The Audit Committee is authorized to invite the Internal Audit Unit, public accountants/ External Auditors, members of the Board of Directors, officers and employees of the Company as well as other parties deemed necessary and related to the agenda of the meeting to be discussed.
4. Minutes of Meeting Minutes of each meeting must be made in writing and signed by all members of the Audit Committee present.

Implementation of Audit Committee Meetings

In 2024, the Audit Committee held a total of 8 (eight) meetings, meeting the number of meetings as stipulated in the Audit Committee Charter.

Frequency and Attendance of Audit Committee Meetings

Information on the frequency of the Audit Committee in 2024 is as follows:

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase / Percentage (%)
Riza Primadi*	Ketua Komite Audit / Head of the Audit Committee	3	3	100
Rochadi**	Ketua Komite Audit / Head of the Audit Committee	8	8	100
Endang Tirtana***	Anggota Komite Audit / Member of the Audit Committee	5	4	80
Johan Sirait	Anggota Komite Audit / Member of the Audit Committee	8	5	63
Amalia Setianti Lestari	Anggota Komite Audit / Member of the Audit Committee	8	8	100
Ernesto	Anggota Komite Audit / Member of the Audit Committee	8	8	100

*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

***) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

Audit Committee Meeting Date, Agenda, and Participants

Information on the date, agenda, and participants of the Audit Committee meeting in 2024 is as follows:

Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Audit
Table Audit Committee Meeting Frequency and Attendance Rate

Tanggal	Agenda Rapat	Peserta Rapat	Kehadiran	Alasan Ketidakhadiran
Jumat, 26 Januari 2024 / Friday, January 26, 2024	Pembahasan Laporan Tahap 2 General Audit KAP RSM Tahun Buku 2023 / Discussion of Phase 2 General Audit Report of RSM Public Accounting Firm for the 2023 Fiscal Year	Riza Primadi	Hadir / Present	-
		Rochadi	Hadir / Present	-
		Johan Sirait	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Selasa, 13 Februari 2024 / Tuesday, February 13, 2024	Persiapan yang telah dan akan dilakukan agar ICOFR diagnostic review ini dapat dijalankan sesuai dengan tenggat waktu yang ditetapkan oleh K- BUMN melalui Surat K-BUMN no S-4/DKU.MBU/02/2024 perihal Penyampaian Ruang Lingkup Pelaksanaan Reviu Internal Control Over Financial Reporting (ICOFR) atau Diagnostik ICOFR bagi BUMN Sistemik A dan BUMN Sistemik B tertanggal 6 Februari 2024 / Preparations that have been and will be made so that this ICOFR diagnostic review can be carried out in accordance with the deadline set by K-BUMN through K-BUMN Letter no. S-4/DKU.MBU/02/2024 concerning Submission of the Scope of Implementation of the Internal Control Over Financial Reporting (ICOFR) Review or ICOFR Diagnostic for Systemic A BUMN and Systemic B BUMN dated February 6, 2024	Riza Primadi	Hadir / Present	-
		Rochadi	Hadir / Present	-
		Johan Sirait	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Jumat, 1 Maret 2024 / Friday, March 1, 2024	Rapat Kick Off Meeting Internal Control Over Financial Reporting (ICOFR) PT KAI (Persero) / Kick Off Meeting of Internal Control Over Financial Reporting (ICOFR) PT KAI (Persero)	Riza Primadi	Hadir / Present	-
		Rochadi	Hadir / Present	-
		Johan Sirait	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Rabu, 22 Mei 2024 / Wednesday, May 22, 2024	a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan I 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q1-2024 b. temuan-temuan yang signifikan; / significant findings; c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations; d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee	Rochadi	Hadir / Present	-
		Johan Sirait	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed
		Endang Tirtana	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-

Tanggal	Agenda Rapat	Peserta Rapat	Kehadiran	Alasan Ketidakhadiran
Selasa, 30 Juli 2024 / Tuesday, July 30, 2024	a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan II tahun 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q2-2024 b. temuan-temuan yang signifikan / significant findings; c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee	Rochadi	Hadir / Present	-
		Johan Sirait	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed
		Endang Tirtana	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Kamis, 15 Agustus 2024 / Thursday, August 15, 2024	Pembahasan Tahap 3 dan 4 ICOFR / ICOFR Phase 3 and 4 Discussion	Rochadi	Hadir / Present	-
		Johan Sirait	Hadir / Present	-
		Endang Tirtana	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Rabu, 23 Oktober 2024 / Wednesday, October 23, 2024	a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan III tahun 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q3-2024 b. temuan-temuan yang signifikan / significant findings c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee	Rochadi	Hadir / Present	-
		Johan Sirait	Hadir / Present	-
		Endang Tirtana	Hadir / Present	-
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-
Jumat, 13 Desember 2024 / Friday, December 13, 2024	Pembahasan Program Kerja Tahunan (PKT) 2025 / Discussion of the 2025 Annual Work Program (PKT)	Rochadi	Hadir / Present	-
		Johan Sirait	Hadir / Present	-
		Endang Tirtana	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed
		Amalia Setianti Lestari	Hadir / Present	-
		Ernesto	Hadir / Present	-

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2024

Di tahun 2024, Komite Audit telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

1. Tanggapan Dewan Komisaris Atas Usulan RKAP 2024.

BRIEF REPORT ON THE AUDIT COMMITTEE ACTIVITIES IMPLEMENTATION

In 2024, the Audit Committee fulfilled its duties and responsibilities as outlined in the Audit Committee Charter and the established work plan. The activities included:

1. Responding to the Board of Commissioners regarding the proposal for the 2024 RKAP.

2. Evaluasi Program Kerja Tahunan SPI.
3. Kinerja Triwulan SPI.
4. Pengelolaan dan pengusahaan aset non-produktif.
5. Persiapan pengadaan KAP.
6. Evaluasi Kinerja Perusahaan.
7. Progress Transformasi Digital.
8. Progress pengembangan dan sertifikasi SDM di Unit Internal Audit.

2. Evaluating the SPI Annual Work Program.
3. Assessing the SPI Quarterly Performance.
4. Managing and utilizing non-productive assets.
5. Preparing for the procurement of KAP.
6. Evaluating Company Performance.
7. Tracking the progress of Digital Transformation.
8. Monitoring the progress of HR development and certification in the Internal Audit Unit.

Komite Nominasi dan Remunerasi

Nomination And Remuneration Committee

Komite Nominasi dan Remunerasi merupakan organ pendukung Dewan Komisaris yang membantu Dewan Komisaris dalam melaksanakan fungsi nominasi dan remunerasi bagi Perseroan, penugasan khusus dari Dewan Komisaris, serta tugas-tugas lain yang tercantum dalam Piagam Komite. Pembentukan Komite Nominasi dan Remunerasi merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas fungsi nominasi dan remunerasi, serta pelaksanaan prinsip tata kelola perusahaan yang baik.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Nominasi dan Remunerasi ditetapkan berdasarkan Keputusan Dewan Komisaris No. 05/CH/DEKOM/III/2021 tanggal 10 Maret 2021 tentang Piagam Komite Nominasi dan Remunerasi PT KAI (Persero).

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab sebagai berikut:

- **Fungsi Nominasi**
 - a. Menyusun komposisi dan proses Nominasi anggota Direksi dan/atau anggota Dewan Komisaris.
 - b. Menyusun kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi calon anggota Direksi dan/atau anggota Dewan Komisaris.
 - c. Membantu pelaksanaan evaluasi atas kinerja anggota Direksi dan/atau anggota Dewan Komisaris.
 - d. Menyusun program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.

The Nomination and Remuneration Committee supports the Board of Commissioners by assisting with the nomination and remuneration functions for the Company, performing special assignments from the Board, and carrying out other tasks as outlined in the Committee Charter. The establishment of this Committee is a crucial part of the Company's efforts to ensure effective nomination and remuneration practices, along with the implementation of good corporate governance principles.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

The Nomination and Remuneration Committee has a Committee Charter, which regulates its organization, membership, code of conduct, functions, duties, authorities, responsibilities, and working mechanisms. The Nomination and Remuneration Committee Charter is established based on the Decree of the Board of Commissioners No. 05/CH/DEKOM/III/2021, dated March 10, 2021, concerning the Nomination and Remuneration Committee Charter of PT KAI (Persero).

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee has the following duties and responsibilities:

- **Nomination Function**
 - a. Determining the composition and process for nominating members of the Board of Directors and/or Board of Commissioners.
 - b. Developing policies and criteria necessary for the nomination process of candidates for the Board of Directors and/or Board of Commissioners.
 - c. Assisting in evaluating the performance of Board of Directors and/or Board of Commissioners members.
 - d. Creating programs to improve the competency of Board of Directors and/or Board of Commissioners members.

- e. Menelaah dan mengusulkan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

• **Fungsi Remunerasi**

- a. Menyusun struktur Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris, berupa:
- » Gaji;
 - » Honorarium;
 - » Insentif;
 - » Tunjangan yang bersifat tetap dan/atau variabel.
- b. Menyusun kebijakan atas Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- c. Menyusun besaran atas Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.

- e. Reviewing and proposing qualified candidates for Board of Directors and/or Board of Commissioners membership to the Board of Commissioners for submission to the GMS.

• **Remuneration Function**

- a. Developing a remuneration structure for Board of Directors and/or Board of Commissioners members, which includes:
- » Salary;
 - » Honorarium;
 - » Incentives;
 - » Fixed and/or variable allowances.
- b. Formulating a remuneration policy for Board of Directors and/or Board of Commissioners members.
- c. Determining the remuneration amounts for Board of Directors and/or Board of Commissioners members.

KOMPOSISI KEANGGOTAAN, DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Nominasi dan Remunerasi adalah sebagai berikut:

MEMBERSHIP COMPOSITION AND EXPERTISE OF THE NOMINATION AND REMUNERATION COMMITTEE

In 2024, the membership composition and expertise of the Nomination and Remuneration Committee are as follows:

Tabel Komposisi Keanggotaan dan Keahlian Komite Nominasi dan Remunerasi

Table of Membership Composition and Expertise of the Nomination and Remuneration Committee

Nama / Name	Jabatan / Position	Keahlian / Expertise
Said Aqil Siroj	Ketua Komite Nominasi dan Remunerasi / Head of the Nomination and Remuneration Committee	Manajemen, Filsafat Islam / Management, Islamic Philosophy
Diah Natalisa	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Manajemen / Management
Sri Paduka Mangkoenagoro X	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Hukum / Law
Corina D. Riantoputro	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Psikologi / Psychology
Satia Indrarini*	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Human Resource

*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024, concerning the Appointment of the Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

PROFIL KOMITE NOMINASI DAN REMUNERASI

PROFILE OF THE NOMINATION AND REMUNERATION COMMITTEE

Informasi profil masing-masing anggota Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

The profile of the members of the Company's Nomination and Remuneration Committee in 2024 is as follows:

SAID AQIL SIROJ Ketua Komite Nominasi dan Remunerasi / Head of the Nomination and Remuneration Committee
Profil Said Aqil Siroj sebagai ketua Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Said Aqil Siroj's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section.

DIAH NATALISA

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Profil Diah Natalisa sebagai anggota Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Diah Natalisa's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

SRI PADUKA MANGKOENAGORO X

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Profil Sri Paduka Mangkoenagoro X sebagai anggota Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Sri Paduka Mangkoenagoro X Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

CORINA D. RIANTOPUTRA

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang
Tempat dan Tanggal Lahir / Place and Date of Birth	Bandung, 14 Oktober 1967 / Bandung, October 14, 1967
Usia / Age	57 tahun / 57 years old
Periode Menjabat / Term of Office	• 2020-2023 (Periode Pertama) / 2020-2023 (First Period) • 2023-2025 (Periode Kedua) / 2023-2025 (Second Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Keputusan Dewan Komisaris PT KAI No. 01/SK/CH/DEKOM/VI/2023 tanggal 14 Juni 2023 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) / Decree of the Board of Commissioners of PT KAI No. 01/SK/CH/DEKOM/VI/2023 dated June 14, 2023 concerning the Dismissal and Appointment of the Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero)
Riwayat Pendidikan / Educational Background	• S3-Organizational Behavior, University of New South Wales, Australia (2010) / Doctorate in Organizational Behavior, University of New South Wales - Australia (2010) • S2-Organizational Study, University of New South Wales, Australia (2000) / Master's Degree in Organizational Study from University of New South Wales - Australia (2000) • S1-Psikologi, Universitas Indonesia (1992) / Bachelor's Degree in Psychology from Universitas Indonesia (1992)
Sertifikasi / Certification	Tidak memiliki / None
Pengalaman Kerja / Employment History	• Sekretaris Majelis Wali Amanat UI (2021-2024) / Secretary of the Board of Trustees at University of Indonesia (2021-2024) • Specially Appointed Professor - Institute for Global Leadership - Ochanomizu University Jepang (Oktober 2021 - Februari 2022) / Specially Appointed Professor - Institute for Global Leadership - Ochanomizu University of Japan (October 2021 - February 2022) • Anggota Majelis Wali Amanat Universitas Indonesia (2012-2014) dan (2019-2024) / Member of the Board of Trustees at University of Indonesia (2019-2024, 2012-2014) • Wakil Dekan bidang Pengelolaan SDM dan Keuangan Fakultas Psikologi Universitas Indonesia (2014-2018) / Vice Dean for Human Resources and Finance at the Faculty of Psychology, University of Indonesia (2014-2018) • Ketua bidang Riset dan Pengembangan Ilmu - Asosiasi Psikologi Industri dan Organisasi (2019-2022) / Chair of the Research and Development Division - Association of Industrial and Organizational Psychology (2019-2022) • Anggota Board Editor - Human Resource Development Review / Member of Board Editor - Human Resource Development Review • Anggota Tim Riset GLOBE (Global Leadership and Organizational Behavior Effectiveness) (2020-2021) / Member of GLOBE (Global Leadership and Organizational Behavior Effectiveness) Research Team (2020-2021) • Anggota tim riset Global Work Design (2018-2019) / Member of Global Work Design Research Team (2018-2019) • Ketua tim National Capacity Building - SKK Migas (2013-2014) / Leader of National Capacity Building Team - SKK Migas (2013-2014) • Dosen Fakultas Psikologi Universitas Indonesia - (1992 - Sekarang) / Lecturer at Faculty of Psychology UI - (1992 - Present)
Rangkap Jabatan / Concurrent Position	• Sekretaris Majelis Wali Amanat Universitas Indonesia / Secretary of the University Board (Majelis Wali Amanah/MWA), Universitas Indonesia • Anggota editorial Board, jurnal internasional Human Resource Development Review (2020-2024) / Member of Editorial Board, International Journal of Human Resource Development Review, 2020 - 2024

SATIA INDRARINI*	
Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	
Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Jakarta Utara
Tempat dan Tanggal Lahir / Place and Date of Birth	Balikpapan, 26 Januari 1962 / Balikpapan, January 26, 1962
Usia / Age	63 tahun / 63 years old
Periode Menjabat / Term of Office	2024-2027 (Periode Pertama) / 2024-2027 (First Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Keputusan Dewan Komisaris PT KAI No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) / Decree of the Board of Commissioners of PT KAI No. 10/CH/DEKOM/VI/2024 dated June 28, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero)
Riwayat Pendidikan / Educational Background	- S2-Master of Strategic Management, Binus (2014) - S1-Bachelor of Law, Trisakti University (1986)
Sertifikasi / Certification	- Risk Management Certification – BSMR Level 4 - Human Resources Certification – GNIK - Neuro Science coach – Certified Coach - New Leader Assimilation Program (LEAP) – DBS Certified Trainer - DBS Transformational Leadership Training
Pengalaman Kerja / Employment History	- Anggota Komite Nominasi dan Remunerasi Semen Indonesia (SIG) (2021) / Member of the Nomination and Remuneration Committee of Semen Indonesia (SIG) (2021) - Director Human Resources PT Bank DBS Indonesia (2005-2020) / Director of Human Resources at PT Bank DBS Indonesia (2005-2020) - Director Human Resources Head PT Syngenta Indonesia (Juni 2004-Februari 2005) / Director of Human Resources at PT Syngenta Indonesia (June 2004-February 2005) - Country Human Resource JP Morgan-Chase (2000-2004) - Supervisor and subsequently Human Resources Manager The Chase Manhattan Bank Indonesia (1990-2004) / Supervisor and subsequently Human Resources Manager at The Chase Manhattan Bank Indonesia (1990-2004) - Management Trainee Jakarta Hilton International (1987-1988) / Management Trainee at Jakarta Hilton International (1987-1988)
Rangkap Jabatan / Concurrent Position	Senior Consultant PT Sedya Abiwara Inggil (2021-sekarang) / Senior Consultant of PT Sedya Abiwara Inggil (2021-present)

*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee in the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024, concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Informasi kriteria independensi Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

Tabel Independensi Komite Nominasi dan Remunerasi

Aspek Independensi / Independency Aspect
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates.
Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member
Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not concurrent as an administrators of political parties, officials, and government

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

Information on the independence criteria of the Nomination and Remuneration Committee in 2024 is as follows:

Table of Nomination and Remuneration Committee Independence

Said Aqil Siroj	Diah Natalisa	Sri Paduka Mangkoenagoro X	Corina D. Riantoputra	Satia Indrarini
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓

PENINGKATAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Nominasi dan Remunerasi Perseroan di tahun 2024 adalah sebagai berikut:

Tabel Kompetensi Komite Nominasi dan Remunerasi tahun 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizer
Said Aqil Siroj	Ketua Komite Nominasi dan Remunerasi / Head of Nomination and Remuneration Committee	Advanced Governance, Risk, and Compliance For Executives	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
Diah Natalisa	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Audit Committees In New Era Governance	17-19 Juni 2024 / June 17-19, 2024	Harvard Business School
		Advanced Governance, Risk, and Compliance For Executives	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		The 3rd Lead In Asia Conference	27-29 November 2024 di Bali / November 27-29, 2024, in Bali	RMIT University
Sri Paduka Mangkoenagoro X	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Audit Committees In New Era Governance	17-19 Juni 2024 / June 17-19, 2024	Harvard Business School
		The 3rd Lead In Asia Conference	27-29 November 2024 di Bali / November 27-29, 2024, in Bali	RMIT University
Satia Indrarini	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Advanced Governance, Risk, and Compliance For Executives	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024, in Bandung	Sinergi Development Group
		The 3rd Lead In Asia Conference	27-29 November 2024 di Bali / November 27-29, 2024, in Bali	RMIT University

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan Rapat Komite Nominasi dan Remunerasi

Sesuai Piagam Komite, Perseroan menerapkan kebijakan rapat Komite Nominasi dan Remunerasi dengan uraian sebagai berikut:

- Frekuensi Rapat
 - Rapat Komite Nominasi dan Remunerasi diadakan sesuai dengan kebutuhan.
 - Rapat Komite Nominasi dan Remunerasi paling tidak harus dihadiri oleh 2/3 (dua pertiga) dari jumlah anggota Komite Nominasi dan Remunerasi.

NOMINATION AND REMUNERATION COMMITTEE MEETING

Nomination and Remuneration Committee Meeting Policy

In accordance with the Committee Charter, the Company implements the Nomination and Remuneration Committee meeting policy with the following description:

- Meeting Frequency
 - Nomination and Remuneration Committee meetings are held as needed.
 - Nomination and Remuneration Committee meeting must be attended by at least 2/3 (twothirds) of the total members of the Nomination and Remuneration Committee.

- c. Pengambilan keputusan harus disetujui oleh lebih dari $\frac{1}{2}$ (setengah) jumlah anggota Komite Nominasi dan Remunerasi.
 - d. Komite Nominasi dan Remunerasi dalam pengambilan keputusan harus didasarkan pada prinsip musyawarah untuk mufakat.
2. Agenda Rapat
- Agenda setiap rapat harus ditetapkan dengan jelas dan didistribusikan kepada anggota Komite Nominasi dan Remunerasi sebelum pelaksanaan rapat.
3. Peserta Rapat
- Sesuai dengan wewenangnya, Komite Nominasi dan Remunerasi dapat mengundang anggota Direksi, pejabat dan pekerja Perusahaan maupun pihak-pihak lainnya yang dianggap perlu dan terkait dengan agenda rapat yang hendak dibicarakan.
4. Notulen Rapat
- Setiap rapat harus dibuatkan notulennya secara tertulis dan ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir.

Pelaksanaan Rapat Komite Nominasi dan Remunerasi

Di tahun 2024, Komite Nominasi dan Remunerasi telah menyelenggarakan rapat sejumlah 9 (sembilan) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Nominasi dan Remunerasi.

Frekuensi dan Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi

Informasi frekuensi Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase / Percentage (%)
Said Aqil Siroj	Ketua Komite Nominasi dan Remunerasi / Head of Nomination and Remuneration Committee	9	7	78
Diah Natalisa	Anggota Komite Nominasi dan Remunerasi / Member of Committee and Remuneration Committee	9	9	100
Sri Paduka Mangkoenagoro X	Anggota Komite Nominasi dan Remunerasi / Member of Committee and Remuneration Committee	9	7	78
Corina D. Riantoputro	Anggota Komite Nominasi dan Remunerasi / Member of Committee and Remuneration Committee	9	9	100
Satia Indrarini*	Anggota Komite Nominasi dan Remunerasi / Member of Committee and Remuneration Committee	4	4	100

*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee in the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

- c. Decision making must be approved by more than $\frac{1}{2}$ (half) of the members of the Nomination and Remuneration Committee.
 - d. The Nomination and Remuneration Committee in making decisions must be based on the principle of deliberation to reach consensus.
2. Meeting Agenda
- The agenda for each meeting must be clearly determined and distributed to members of the Nomination and Remuneration Committee before the meeting is held.
3. Meeting Participants
- In accordance with its authority, the Nomination and Remuneration Committee may invite members of the Board of Directors, officers and employees of the Company as well as other parties deemed necessary and related to the meeting agenda to be discussed.
4. Minutes of Meeting
- Minutes must be taken of each meeting in writing and signed by all members of the Nomination and Remuneration Committee present.

Implementation of Nomination and Remuneration Committee Meetings

In 2024, the Nomination and Remuneration committee held 9 (nine) meetings, or has fulfilled the number of meetings in accordance with the provisions in the Nomination and Remuneration Committee Charter.

Frequency and Attendance Level of Nomination and Remuneration Committee Meetings

Information on the frequency of the Nomination and Remuneration Committee in 2024 is as follows:

Tanggal, Agenda, dan Peserta Rapat Komite Nominasi dan Remunerasi

Informasi tanggal, agenda, dan peserta rapat Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

Date, Agenda, and Participants of the Nomination and Remuneration Committee Meeting

Information on the date, agenda, and participants of the Nomination and Remuneration Committee meeting in 2024 is as follows:

Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi

Table of Frequency and Attendance Level of Nomination and Remuneration Committee Meetings

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participant	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
Rabu, 10 Januari 2024 / Wednesday, Januari 10, 2024	Rapat Internal KNR: Pembahasan Rencana Kerja dan Pembahasan Penambahan Anggota KNR / KNR Internal Meeting: Discussion of Work Plan and Discussion of Adding KNR Members	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
Senin, 5 Februari 2024 / Monday, February 5, 2024	Rapat Internal KNR: Pembahasan Calon Anggota KNR / KNR Internal Meeting: Discussion of KNR Member Candidates	Said Aqil Siroj	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
Jumat, 16 Februari 2024 / Friday, February 16, 2024	Pembahasan Program Inhouse Training dengan SBM ITB untuk BoD dan BoC dan Perwakilan BoD -- 1 / Discussion of Inhouse Training Program with SBM ITB for BoD and BoC and BoD - 1 Representatives	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
Kamis, 6 Juni 2024 / Thursday, Juni 6, 2024	Progres Pelatihan BoD-BoC dan EWB (Employee Well Being) / BoD-BoC and EWB (Employee Well Being) Training Progress	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
Rabu, 26 Juni 2024 / Wednesday, Juni 26, 2024	Pembahasan Pelanggaran Disiplin Pekerja / Discussion of Employee Disciplinary Violations	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participant	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
Rabu, 17 Juli 2024 / Wednesday, July 17, 2024	Evaluasi – Kinerja D6 – Semester 1 & Membahas Tingkat Kehadiran Dekom sesuai dengan hasil rapat BOD-BOC Manual 10 Juli / Evaluation – D6 Performance – Semester 1 & Discussing Board of Commissioners Attendance Level according to the results of the BOD-BOC Manual meeting on July 10	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
		Satia Indrarini	Hadir / Present	-
Rabu, 31 Juli 2024 / Wednesday, July 31, 2024	Perubahan Struktur Organisasi / Changes in Organizational Structure	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir	-
		Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed
		Corina D. Riantoputro	Hadir / Present	-
		Satia Indrarini	Hadir / Present	-
Rabu, 28 Agustus 2024 / August 28 2024	Wawancara kandidat calon Pengurus Anak Perusahaan / Interview of candidate candidates for Subsidiary Management	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Hadir / Present	-
		Corina D. Riantoputro	Hadir / Present	-
		Satia Indrarini	Hadir / Present	-
Rabu, 16 Oktober 2024 / Wednesday, October 16, 2024	Pendalaman Perubahan Struktur Organisasi / In-depth Learning on Changes in Organizational Structure	Said Aqil Siroj	Hadir / Present	-
		Diah Natalisa	Hadir / Present	-
		Sri Paduka Mangkoenagoro X	Tidak Hadir / Absent	Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed
		Corina D. Riantoputro	Hadir / Present	-
		Satia Indrarini	Hadir / Present	-

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI TAHUN 2024

Di tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

- Terkait dengan fungsi Nominasi :
 - Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi bagi Direksi, dan/atau anggota Dewan Komisaris, serta Organ Pendukung Dewan Komisaris.

BRIEF REPORT ON THE IMPLEMENTATION OF NOMINATION AND REMUNERATION COMMITTEE ACTIVITIES IN 2024

In 2024, the Nomination and Remuneration Committee has carried out its duties and responsibilities in accordance with the provisions in the Audit Committee Charter and the established work plan, including:

- Nomination Function:
 - Providing recommendations to the Board of Commissioners regarding the policies and criteria necessary for the nomination process of the Board of Directors, Board of Commissioners, and Supporting Organs of the Board of Commissioners.

- b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi, dan/atau anggota Dewan Komisaris, serta anggota Organ Pendukung berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
 - c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; maupun anggota BOD-1 (Pejabat Satu Tingkat di bawah Direksi).
 - d. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.
 - e. Membantu Dewan Komisaris dalam mengawasi dan mengevaluasi program pengembangan kemampuan BOD-1 (Pejabat Satu Tingkat di bawah Direksi), yang dilakukan oleh Direktorat SDM, demi mempersiapkan mereka sebagai anggota Direksi.
2. Terkait dengan fungsi Remunerasi:
- a. Membantu Dewan Komisaris untuk menelaah bahwa Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris telah sesuai dengan peraturan yang berlaku.
 - b. Membantu Dewan Komisaris untuk menelaah bahwa Remunerasi yang diterima Sekretaris dan Staf Sekretariat Dewan Komisaris serta anggota Komite Dewan Komisaris telah sesuai dengan peraturan yang berlaku.

- b. Assisting the Board of Commissioners in evaluating the performance of members of the Board of Directors, the Board of Commissioners, and Supporting Organs, using prepared benchmarks as evaluation tools.
 - c. Offering recommendations to the Board of Commissioners for developing the capabilities of members of the Board of Directors, the Board of Commissioners, and BOD-1 (Officials One Level Below the Board of Directors).
 - d. Proposing candidates who meet the necessary requirements for the positions of the Board of Directors and/or Board of Commissioners to the Board of Commissioners for submission to the General Meeting of Shareholders (GMS).
 - e. Assisting the Board of Commissioners in supervising and evaluating the capability development programs for BOD-1, organized by the HR Directorate, to prepare them for potential roles on the Board of Directors.
2. Remuneration Function:
- a. Assisting the Board of Commissioners in reviewing whether the remuneration received by each member of the Board of Directors and/or Board of Commissioners complies with applicable regulations.
 - b. Assisting the Board of Commissioners in reviewing whether the remuneration received by the Secretary and Secretariat Staff of the Board of Commissioners, and members of the Board of Commissioners Committee aligns with applicable regulations.

Komite Pemantau Manajemen Risiko

Risk Management Monitoring Committee

Komite Pemantau Manajemen Risiko merupakan organ pendukung Dewan Komisaris yang bertugas membantu Dewan Komisaris dalam melakukan penilaian dan memberikan rekomendasi tentang risiko usaha, tata cara meminimalisasi risiko, investasi, hingga pelaksanaan Enterprise Risk Management (ERM) Perseroan. Pembentukan Komite Pemantau Manajemen Risiko merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas fungsi manajemen risiko serta melaksanakan prinsip tata kelola perusahaan yang baik, sesuai peraturan perundang-undangan yang berlaku.

The Risk Management Monitoring Committee is a supporting body of the Board of Commissioners, which is responsible for assisting the Board of Commissioners in assessing and providing recommendations on business risks, strategies for risk minimization, investments, and the implementation of the Company's Enterprise Risk Management (ERM). The establishment of the Risk Management Monitoring Committee is a crucial part of the Company's efforts to ensure effective risk management and to uphold the principles of good corporate governance in accordance with applicable laws and regulations.

PIAGAM KOMITE PEMANTAU MANAJEMEN RISIKO

Komite Pemantau Manajemen Risiko memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Pemantau Manajemen Risiko diterbitkan berdasarkan Keputusan Dewan Komisaris No. 09/CH/DEKOM/XI/2022 tanggal 23 November 2022 tentang Piagam Komite Pemantau Manajemen Risiko PT KAI (Persero).

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU MANAJEMEN RISIKO

Komite Pemantau Manajemen Risiko memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan *monitoring* dan evaluasi terhadap realisasi rencana investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management) yang tercantum dalam RJPP dan RKAP.
2. Melakukan evaluasi atas pelaksanaan investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), kebijakan dan strategi investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management) yang ada dan memberikan masukan dalam rangka mereviu dan menetapkan kebijakan dan strategi investasi serta risiko usaha yang baru.
3. Menyiapkan bahan, informasi, materi, analisis dan kajian terkait dengan pelaksanaan investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), dalam rangka menekan dan/atau menghindari Perseroan dari terjadinya *cost overrun* dan meningkatkan efisiensi dan efektivitas di bidang investasi usaha dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management).
4. Masukan dan kajian tentang kelayakan investasi usaha serta risikonya dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), terkait dengan ketepatan proyeksi, rekayasa pembiayaannya, dan ketepatan penggunaan teknologi, kebutuhan SDM, serta inovasinya.
5. Menyusun program kerja tahunan Komite Pemantau Manajemen Risiko untuk mendapatkan persetujuan Dewan Komisaris dan membuat laporan periodik untuk disampaikan dan dievaluasi oleh Dewan Komisaris.
6. Mengawasi dan mengevaluasi penerapan dan pelaksanaan ERM (Enterprise Risk Management) sebagai bahan usulan kepada Dewan Komisaris yang selanjutnya menjadi bahan arahan kepada Direksi.

RISK MANAGEMENT MONITORING COMMITTEE CHARTER

The Risk Management Monitoring Committee operates under a Committee Charter that outlines its organization, membership, code of conduct, functions, duties, authorities, responsibilities, and work mechanisms. This Charter was established based on the Decree of the Board of Commissioners No. 09/CH/DEKOM/XI/2022, dated November 23, 2022, concerning the Risk Management Monitoring Committee Charter of PT KAI (Persero).

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT MONITORING COMMITTEE

The Risk Management Monitoring Committee has the following duties and responsibilities:

1. Monitor and evaluate the execution of investment plans and the implementation of ERM (Enterprise Risk Management) as outlined in the RJPP and RKAP.
2. Evaluate investment implementation and business risks/implementation of ERM (Enterprise Risk Management), existing investment policies and strategies and business risks/implementation of ERM (Enterprise Risk Management) and provide input in order to review and determine investment policies and strategies and business risks the new one.
3. Prepare materials, information, material, analysis and studies related to the implementation of investment and business risks/implementation of ERM (Enterprise Risk Management), in order to suppress and/or prevent the Company from the occurrence of cost overrun and increasing efficiency and effectiveness in the field of business investment and business risk/implementation of ERM (Enterprise Risk Management).
4. Provide input and study regarding the feasibility of business investment and its risks and business risks/implementation of ERM (Enterprise Risk Management), related to the accuracy of projections, financing engineering, and appropriate use of technology, human resource needs and innovation.
5. Prepare the annual work program of the Risk Management Monitoring Committee to obtain approval from the Board of Commissioners and prepare periodic reports to be submitted and evaluated by the Board of Commissioners.
6. Supervise and evaluate the implementation and implementation of ERM (Enterprise Risk Management) as material for recommendations to the Board of Commissioners which then becomes material for direction to the Board of Directors.

7. Melaksanakan tugas lain yang diberikan Dewan Komisaris. 8. Menjaga kerahasiaan dokumen, data dan informasi Perseroan baik dari pihak internal maupun eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya. 9. Melaksanakan tugas lain yang diberikan Dewan Komisaris.	7. Carry out other tasks assigned by the Board of Commissioners. 8. Maintain the confidentiality of Company documents, data and information from both internal and external parties and only use them for the purposes of carrying out their duties. 9. Carry out other tasks assigned by the Board of Commissioners.

KOMPOSISI KEANGGOTAAN, DAN KEAHLIAN KOMITE PEMANTAU MANAJEMEN RISIKO

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Pemantau Manajemen Risiko adalah sebagai berikut:

COMPOSITION OF MEMBERSHIP AND EXPERTISE OF THE RISK MANAGEMENT MONITORING COMMITTEE

In 2024, the composition and expertise of the Risk Management Monitoring Committee will be as follows:

Tabel Komposisi Keanggotaan dan Keahlian Komite Pemantau Manajemen Risiko

Table of Membership Composition and Expertise of the Risk Management Monitoring Committee

Nama / Name	Jabatan / Position	Keahlian / Expertise
Chairul Anwar	Ketua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee	Kepolisian / Police
Endang Tirtana*	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	Filsafat Islam, Ilmu Administrasi / Islamic Philosophy, Administration
M. Risal Wasal	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	Transportasi / Transportation
Elen Setiadi**/**	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	Hukum, Ekonomi / Legal, Economics
Miranti Gani	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	Manajemen Risiko, Akuntansi / Risk Management, Accounting
Handy Purnama	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	Kuangan / Finance

*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

**) Diangkat menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Appointed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

***) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 13/CH/DEKOM/XII/2024 tanggal 24 Desember 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 13/CH/DEKOM/XII/2024 dated December 24, 2024.

PROFIL KOMITE PEMANTAU MANAJEMEN RISIKO

PROFILE OF THE RISK MANAGEMENT MONITORING COMMITTEE

Informasi profil masing-masing anggota Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

The profiles of members of the Risk Management Monitoring Committee in 2024 are as follows:

CHAIRUL ANWAR Ketua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee Profil Chairul Anwar sebagai ketua Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Chairul Anwars' Profile as the Head of Risk Management Monitoring Committee is presented in the Company Profile chapter, Board of Commissioners Members Section
ENDANG TIRTANA* Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee Profil Endang Tirtana sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Endang Tirtana's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section

*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

M. RISAL WASAL

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

Profil Mohamad Risal Wasal sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Mohamad Risal Wasal's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section

ELEN SETIADI/****

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

Profil Elen Setiadi sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Elen Setiadi's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section

******) Diangkat menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Appointed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

*******) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 13/CH/DEKOM/XII/2024 tanggal 24 Desember 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 13/CH/DEKOM/XII/2024 dated December 24, 2024.

MIRANTI GANI

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang
Tempat dan Tanggal Lahir / Place and Date of Birth	Jakarta, 24 Maret 1963 / Jakarta, March 24, 1963
Usia / Age	62 tahun / 62 years old
Periode Menjabat / Term of Office	• 2021-2024 (Periode Pertama) / 2021-2024 (First Period) • 2024-2026 (Periode Kedua) / 2024-2025 (Second Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT KAI (Persero) Nomor SK-07/CH/DEKOM/V/2021 tentang Pengangkatan Anggota Komite Pemantau Risiko PT KAI (Persero) / Board of Commissioners Decree Nomor: 07/CH/ DEKOM/V/2021 on PT KAI (Persero) Risk Management Monitoring Committee Member Appointment
Riwayat Pendidikan / Educational Background	Sarjana Ekonomi - Fakultas Ekonomi Universitas Indonesia / Bachelor's Degree in Economics from Faculty of Economics of Universitas Indonesia
Sertifikasi / Certification	• International Certificate in Enterprise Risk Management by International Risk Management - UK (IRMCert) • Certified Risk Management for Banker (BSMR) Level 1 to 4 • Certified Audit Committee Practices (CACP) • Certified Wealth Management (CWM) • Securities and Investment Personnel conducted by Securities Institute, London (CSI) • Shariah Banking Course - RBS • Consumer Credit Course - RBS • Operational Risk Management Certification - Standard Chartered Bank Global (ORMC) • Islamic Banking Certification (IBC) • Internal Audit Certification - Kuala Lumpur
Pengalaman Kerja / Employment History	• Komite Manajemen Risiko Lembaga Penjamin Simpanan (PS) (2020-2022) / Risk Management Committee of The Deposit Insurance Agency (LPS) (2020-2022) • Komisaris Independen Sumberdaya Sewatama (Trakindo Group) (2018-2021) / Independent Commissioner of Sumberdaya Sewatama (Trakindo Group) 2018-2021 • Independent Senior Management Advisor (2016-2018) • Independent consultant for Risk based business process improvement PT Fors Fortis Indonesia (Bostinco) (2016) • Operational Risk Management Head Standard Chartered Bank Indonesia (2010-2015) • Head of Process and Control ABN-AMRO Bank Indonesia (2007-2010)
Rangkap Jabatan / Concurrent Position	Tidak memiliki / None

HANDY PURNAMA	
Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	
Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Bandung
Tempat dan Tanggal Lahir / Place and Date of Birth	Jakarta, 15 Juli 1966 / Jakarta, July 15, 1966
Usia / Age	59 tahun / 59 years old
Periode Menjabat / Term of Office	2022-2025 (Periode Pertama) / 2022-2025 (First Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 06/CH/DEKOM/IX/2022 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) / Board of Commissioners Decree No. 06/ CH/DEKOM/IX/2022 on PT Kereta Api Indonesia (Persero) Risk Management Monitoring Committee Member Appointment.
Riwayat Pendidikan / Educational Background	- Magister Teknik jurusan Teknik Perkeretaapian, Institut Teknologi Bandung (2000) / Master of Engineering in Railway Engineering at Institut Teknologi Bandung (2000) - Sarjana Teknik jurusan Teknik Fisika, Institut Teknologi Bandung (1996) / Bachelor of Engineering in Physics Engineering at Institut Teknologi Bandung (1996)
Sertifikasi / Certification	- Governance Risk Compliance for Executives - Certified Strategy Execution Professional - Skema Pengelolaan Lembaga Pelatihan Kerja (PLPK) / Job Training Institution Management Scheme
Pengalaman Kerja / Employment History	- Corporate Deputy Directorate of Training and Education, PT KAI (Persero) (2020-2022) - Corporate Deputy Directorate of Revenue and Cost Consolidation, PT KAI (Persero) (2018-2020) - Director of Parking and Technology Business, PT KAI Service (2017-2018) - Vice President of PSO, IMO and TAC, PT KAI (Persero) (2015-2017) - Vice President of Planning and Evaluation Training and Education, PT KAI (Persero) (2014-2015)
Rangkap Jabatan / Concurrent Position	Tidak memiliki

INDEPENDENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Informasi kriteria independensi Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

Tabel Independensi Komite Pemantau Manajemen Risiko

Aspek Independensi / Independence Aspect	Chairul Anwar	Endang Tirtana	M. Risal Wasal	Elen Setiadi	Miranti Gani	Handy Purnama
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors	√	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates	√	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company	√	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Manajemen Risiko / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member	√	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not serving as an administrator of political parties, officials, and government	√	√	√	√	√	√

INDEPENDENCE OF THE RISK MANAGEMENT MONITORING COMMITTEE

Information on the independence criteria of the Risk Management Monitoring Committee in 2024 is as follows:

Table of Risk Management Monitoring Committee Independence

PENINGKATAN KOMPETENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Pemantau Manajemen Risiko Perseroan di tahun 2024 adalah sebagai berikut:

Tabel Kompetensi Komite Pemantau Manajemen Risiko tahun 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizer
Chairul Anwar	Katua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
Endang Tirtana	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
M. Risal Wasal	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Indonesia Railway Conference	30-31 Juli 2024 di Jakarta / July 30-31, 2024	MASKA
Miranti Gani	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
		ERM Strategic Business Leadership	27 September 2024 di Singapura / September 27, 2024, in Singapore	Nanyang Technological University
Handy Purnama	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
		Executive Education Program: AI for Business Leades	Oktober 2024 / October 2024	Salam Ganesha Academy

*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO

Kebijakan Rapat Komite Pemantau Manajemen Risiko

Perseroan menerapkan kebijakan rapat bagi Komite Pemantau Manajemen Risiko yang termuat di dalam Piagam Komite Pemantau Manajemen Risiko. Perincian mengenai hal tersebut adalah sebagai berikut:

1. Komite Pemantau Manajemen Risiko mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris yang ditetapkan dalam anggaran dasar.

RISK MANAGEMENT MONITORING COMMITTEE COMPETENCY DEVELOPMENT

Information on training and/or competency improvement attended by members of the Company's Risk Management Monitoring Committee in 2024 is as follows:

Table of Risk Management Monitoring Committee Competency Development in 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizer
Chairul Anwar	Katua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
Endang Tirtana	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
M. Risal Wasal	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Indonesia Railway Conference	30-31 Juli 2024 di Jakarta / July 30-31, 2024	MASKA
Miranti Gani	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
		ERM Strategic Business Leadership	27 September 2024 di Singapura / September 27, 2024, in Singapore	Nanyang Technological University
Handy Purnama	Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	2 September 2024 di Bandung / September 2, 2024 in Bandung	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space	1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
		Executive Education Program: AI for Business Leades	Oktober 2024 / October 2024	Salam Ganesha Academy

*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

RISK MANAGEMENT MONITORING COMMITTEE MEETINGS

Risk Management Monitoring Committee Meeting Policy

The Company implements meeting policies for the Risk Management Monitoring Committee which are contained in the Risk Management Monitoring Committee Charter. The details regarding this are as follows:

1. The Risk Management Monitoring Committee holds meetings at least equal to the minimum requirements for meetings of the Board of Commissioners stipulated in the articles of association.

2. Setiap rapat Komite Pemantau Manajemen Risiko dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Pemantau Manajemen Risiko yang hadir.
3. Risalah rapat disampaikan secara tertulis oleh Komite Pemantau Manajemen Risiko kepada Dewan Komisaris.
4. Kehadiran anggota Komite Pemantau Manajemen Risiko dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Pemantau Manajemen Risiko.

2. Each Risk Management Monitoring Committee meeting is outlined in the minutes of the meeting which are signed by all members of the Risk Management Monitoring Committee present.
3. Minutes of meetings are submitted in writing by the Risk Management Monitoring Committee to the Board of Commissioners.
4. The presence of members of the Risk Management Monitoring Committee at meetings is reported in the quarterly report and annual report of the Risk Management Monitoring Committee.

Pelaksanaan Rapat Komite Pemantau Manajemen Risiko

Di tahun 2024, Komite Pemantau Manajemen Risiko telah menyelenggarakan rapat sejumlah 11 (sebelas) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Pemantau Manajemen Risiko.

Implementation of Risk Management Monitoring Committee Meetings

In 2024, the Risk Management Monitoring Committee held 11 (eleven) meetings, or has fulfilled the number of meetings as stipulated in the Risk Management Monitoring Committee Charter.

Frekuensi dan Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko

Informasi frekuensi Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

Meeting Frequency and Attendance Rate at the Risk Management Monitoring Committee

The frequency information of the Risk Management Monitoring Committee in 2024 is as follows:

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase / Percentage (%)
Chairul Anwar	Ketua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee	11	11	100
Endang Tirtana*	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	2	2	100
M. Risal Wasal	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	11	8	73
Miranti Gani	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	11	11	100
Handy Purnama	Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee	11	11	100

*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

Tanggal, Agenda, dan Peserta Rapat Komite Pemantau Manajemen Risiko

Informasi tanggal, agenda, dan peserta rapat Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

Date, Agenda, and Participants of the Risk Management Monitoring Committee Meeting

Information on the date, agenda, and participants of the Risk Management Monitoring Committee meeting in 2024 is as follows:

Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko **Table of Frequency and Attendance Level of Risk Management Monitoring Committee Meetings**

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participant	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
Jumat, 16 Februari 2024 / Friday, February 16, 2024	a. Root Cause Analysis untuk KKA (unit SSS) / Root Cause Analysis for KKA (SSS unit) b. Kesiapan Implementasi Permen No. 2 Thn 2023 / Readiness for Implementation of Permen No. 2 of 2023 c. Rencana Agenda Tahunan 2024 / 2024 Annual Agenda Plan	Chairul Anwar	Hadir / Present	-
		Endang Tirtana	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Selasa, 19 Maret 2024 / Tuesday, March 19, 2024	Monitoring dan Evaluasi Implementasi Permen BUMN No. 02 tahun 2023 pada Daop 1, Daop 2, Daop 3, BY Manggarai, LRT Jabodebek / Monitoring and Evaluation of the Implementation of BUMN Regulation No. 02 of 2023 in Daop 1, Daop 2, Daop 3, BY Manggarai, LRT Jabodebek	Chairul Anwar	Hadir / Present	-
		Endang Tirtana	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
Selasa, 21 Mei 2024 / Tuesday, May 21, 2024	Tindak lanjut rapat update Pembahasan Penyelesaian Kerjasama antara PT KAI (Persero) dengan PT Senopati Perkasa atas Aset PT KAI (Persero) di wilayah Daop 8 – Surabaya / Follow-up to the update meeting on the discussion on the settlement of cooperation between PT KAI (Persero) and PT Senopati Perkasa regarding PT KAI (Persero) assets in the Daop 8 – Surabaya area.	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Tidak Hadir	Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Selasa-Kamis, 28-30 Mei 2024 / Tuesday-Thursday, May 28-30, 2024	Peninjauan Operasional Kereta Api Rute Makassar-Parepare / Operational Review of Makassar-Parepare Train Route	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Selasa-Rabu, 4-5 Juni 2024 / Tuesday-Wednesday, June 4-5, 2024	Peninjauan dan monitoring asset tanah dan bangunan serta pengusahaan asset PT KAI (Persero) / Review and monitoring of land and building assets and management of PT KAI (Persero) assets	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Tidak Hadir / Absent	Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Jumat, 20 Juni 2024 / Friday, June 20, 2024	Rapat dengan PT Inka di Madiun dengan pembahasan mengenai status progress proyek pemesanan 16 Trainset / Meeting with PT Inka in Madiun to discuss the progress status of the 16 Trainset ordering project	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Rabu, 10 Juli 2024 / Wednesday, July 10, 2024	Rapat mengenai Board Manual dan GCG / Meeting regarding Board Manual and GCG	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participant	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
Senin, 15 Juli 2024 / Monday, July 15, 2024	Mengadakan rapat mengenai kinerja TW 2- 2024, KPMR mencakup Direktorat Operasi (D2), Pengelolaan Prasarana (D3), Pengelolaan Sarana (D4), Keselamatan & Keamanan (D5) dan EVP Risk Management (D8) / Holding a meeting regarding the performance of Q2- 2024, KPMR includes the Directorate of Operations (D2), Infrastructure Management (D3), Facilities Management (D4), Safety & Security (D5) and EVP Risk Management (D8)	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Tidak Hadir / Absent	Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Rabu, 4 September 2024 / Wednesday, September 4, 2024	Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di Bandung untuk CDD dari Direktorat DU – D1 – D2 – D3 – D4 / Holding a meeting regarding the performance of Q2-2024, KPMR includes the Directorate of Operations (D2), Infrastructure Management (D3), Facilities Management (D4), Safety & Security (D5) and EVP Risk Management (D8)	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Kamis, 31 Oktober 2024 / Thursday, October 31, 2024	Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di anak Perusahaan PT KAI di Jakarta. Mencakup KCI, RMU, Railink, KAPM, PSBI, MITJ / Overseeing the PT KAI Risk Management Unit in implementing the Evaluation and monitoring program for the implementation of Enterprise Risk Management in PT KAI subsidiaries in Jakarta. Covering KCI, RMU, Railink, KAPM, PSBI, MITJ	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-
Rabu, 22 November 2024 / Wednesday, November 22, 2024	Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di Daop 4, Daop 5, Daop 6, Daop 8, BY Gubeng, BY Yogya dan BY Tegal di Semarang / Overseeing the PT KAI Risk Management Unit in implementing the Evaluation and Monitoring program for the implementation of Enterprise Risk Management in Daop 4, Daop 5, Daop 6, Daop 8, BY Gubeng, BY Yogya and BY Tegal in Semarang	Chairul Anwar	Hadir / Present	-
		M. Risal Wasal	Hadir / Present	-
		Miranti Gani	Hadir / Present	-
		Handy Purnama	Hadir / Present	-

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE PEMANTAU MANAJEMEN RISIKO TAHUN 2024

Di tahun 2024, Komite Pemantau Manajemen Risiko telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

- KPMR PT KAI bertugas membantu pelaksanaan tugas dan fungsi Dewan Komisaris PT KAI.
- Tugas tersebut pada Pasal 2 ayat (1) diatas meliputi:
 - Menelaah dan merekomendasikan efektifitas pelaksanaan manajemen risiko perusahaan melalui pertemuan secara berkala maupun cara lainnya untuk membahas progress dari tahapan-tahapan tugas dan tanggung jawab yang dilakukan oleh satuan kerja manajemen risiko.

BRIEF REPORT ON THE IMPLEMENTATION OF RISK MANAGEMENT MONITORING COMMITTEE ACTIVITIES IN 2024

In 2024, the Risk Management Monitoring Committee has carried out its duties and responsibilities in accordance with the provisions in the Audit Committee Charter and the established work plan, including:

- The Risk Management Monitoring Committee (KPMR) of PT KAI is responsible for assisting the Board of Commissioners in carrying out its duties and functions.
- The responsibilities outlined in Article 2, paragraph (1), include:
 - Reviewing and recommending the effectiveness of corporate risk management implementation through regular meetings or other methods to discuss the progress of the tasks and responsibilities carried out by the risk management work unit.

- b. Menelaah atas penilaian risiko oleh satuan kerja manajemen risiko terhadap rencana investasi perusahaan yang material.
 - c. Menelaah proses manajemen risiko atas usulan aksi korporasi.
 - d. Mengawasi kegiatan satuan kerja manajemen risiko dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait.
 - e. Mengawasi pelaksanaan rekomendasi Dewan Komisaris kepada Direksi yang terkait dengan manajemen risiko.
 - f. Menganalisa dan merekomendasikan usulan rencana kegiatan dan anggaran perusahaan (RKAP) dan menelaah secara tahunan atas rencana jangka panjang perusahaan (RJPP) yang dilakukan oleh Direksi.
 - g. Menelaah informasi risiko dan proses manajemen risiko perusahaan dalam laporan berkala (triwulan dan tahunan) yang akan disampaikan kepada pemegang saham melalui proses:
 - Diskusi bersama dengan manajemen.
 - Menelaah atas konsep dari laporan yang akan disampaikan.
 - h. Memantau pembahasan risiko-risiko penting pada unit-unit dilingkungan perusahaan, sesuai kebutuhan.
 - i. Dalam hal perusahaan menganggap perlu menggunakan konsultan manajemen risiko independen untuk melakukan penelaahan kembali atas proses manajemen risiko yang telah ditetapkan perusahaan, maka tugas KPMR adalah:
 - Memberikan masukan tentang kinerja dan kompetensi konsultan.
 - Melakukan monitoring pekerjaan konsultan melalui satuan kerja manajemen risiko.
3. KPMR melaporkan semua hasil-hasil evaluasi yang telah dilakukan kepada Dewan Komisaris.
- b. Evaluating the risk assessments conducted by the risk management work unit regarding significant investment plans of the Company.
 - c. Reviewing the risk management process for proposed corporate actions.
 - d. Overseeing the activities of the risk management work unit in monitoring the implementation of risk mitigation strategies by related work units.
 - e. Supervising the execution of recommendations from the Board of Commissioners to the Board of Directors concerning risk management matters.
 - f. Analyzing and providing recommendations on the proposed company activity and budget plan (RKAP) and conducting an annual review of the company's long-term plan (RJPP) prepared by the Board of Directors.
 - g. Reviewing risk information and the company's risk management process in periodic reports (quarterly and annually) that are submitted to shareholders through the following processes:
 - Discussions with management.
 - Reviewing the draft report to be submitted.
 - h. Monitoring discussions of significant risks within units of the company as necessary.
 - i. If the company finds it necessary to engage an independent risk management consultant to assess the established risk management process, the duties of the KPMR include:
 - Providing input on the consultant's performance and competence.
 - Monitoring the consultant's work in cooperation with the risk management work unit.
3. The KPMR is responsible for reporting all evaluation results to the Board of Commissioners

Komite di Bawah Direksi

Committee Under the Board of Directors

KOMITE VERIFIKASI KINERJA PEKERJA

Komite Verifikasi Kinerja Pekerja merupakan komite yang dibentuk guna mendukung Direksi dalam melakukan percepatan progres verifikasi kinerja pekerja dan dalam rangka mewujudkan pelaksanaan sistem manajemen kinerja pekerja.

EMPLOYEE PERFORMANCE VERIFICATION COMMITTEE

The Employee Performance Verification Committee is a committee formed to support the Board of Directors in accelerating the progress of worker performance verification and in order to realize the implementation of the worker performance management system.

Tugas dan Tanggung Jawab Komite Verifikasi Kinerja Pekerja

Sebagai organ pendukung Direksi, Komite Verifikasi Kinerja Pekerja secara khusus memiliki tugas dan tanggung jawab untuk melaksanakan hal-hal yang diperlukan oleh Direksi dalam pelaksanaan sistem manajemen kinerja pekerja Perseroan.

Komposisi Keanggotaan Komite Verifikasi Kinerja Pekerja

Komposisi keanggotaan Komite Verifikasi Kinerja Pekerja di tahun 2024 adalah sebagai berikut:

Tabel Komposisi Keanggotaan Komite Verifikasi Kinerja Pekerja

Nama / Name	Jabatan / Position	Kedudukan / Position
Buntar Ris Wirawan	Vice President of Non Transport Commercialization	Kantor Pusat / Head Office
Riyanta	Vice President of Freight Marketing, Sales, and Customer Care	Kantor Pusat / Head Office
Roestono	Vice President of Passenger Ticketing Sales	Kantor Pusat / Head Office
Agus Laksana Susanto	Vice President of Train Operation Control and Evaluation	Kantor Pusat / Head Office
Muhammad Arifudin	Vice President of Infrastructure Assets	Kantor Pusat / Head Office
Nyoman Pasek Priatno	Vice President of Rolling Stock Assets	Kantor Pusat / Head Office
Sigit Winarto	Vice President of Safety	Kantor Pusat / Head Office
Bachoirullazi	Vice President of Project Planning	Kantor Pusat / Head Office
Andi Gumilar	Vice President of Evaluation, Monitoring and Administration	Kantor Pusat / Head Office
Arman Hidayat	Vice President of Quality Assurance and Good Corporate Governance	Kantor Pusat / Head Office
Edy Setiawan	Vice President of Dissemination and Risk Management Procedure	Kantor Pusat / Head Office
Achmad Hermansjah	Vice President of Budgeting	Kantor Pusat / Head Office
Sandra Pridaswara	Vice President of Corporate Social Responsibility	Kantor Pusat / Head Office

Independensi Komite Verifikasi Kinerja Pekerja

Komite Verifikasi Kinerja Pekerja dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Verifikasi Kinerja Pekerja tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

Duties and Responsibilities of the Employee Performance Verification Committee

As a supporting organ of the Board of Directors, the Employee Performance Verification Committee specifically has the duties and responsibilities to carry out matters required by the Board of Directors in implementing the Company's worker performance management system.

Composition of the Membership of the Employee Performance Verification Committee

The composition of the membership of the Employee Performance Verification Committee in 2024 is as follows:

Table of Membership Composition of the Employee Performance Verification Committee

Independence of the Employee Performance Verification Committee

The Employee Performance Verification Committee operates independently in fulfilling its duties and responsibilities. It is free from any influences that could impact its professional functioning, particularly those arising from relationships with the Company's management or shareholders. The Company ensures that all members of the Employee Performance Verification Committee have no ties to members of the Board of Directors, the Board of Commissioners, or controlling shareholders.

Rapat Komite Verifikasi Kinerja Pekerja

Di tahun 2024, Komite Verifikasi Kinerja Pekerja telah menyelenggarakan rapat sejumlah 3 (tiga) kali rapat. Informasi rapat Komite Verifikasi Kinerja Pekerja adalah sebagai berikut:

Tabel Rapat Komite Verifikasi Kinerja Pekerja tahun 2024

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Jabatan / Position	Kedudukan / Assigned At
5-7 Februari 2024 / February 5-7, 2024	Konsinyering Verifikasi Penilaian Akhir Kinerja Pekerja KPI Tahun 2023 / Verification of Final Assessment of KPI Worker Performance in 2023	Irlangga	Vice President of Evaluation, Monitoring and Administration	Kantor Pusat / Head Office
		Susan Arimbi		Kantor Pusat / Head Office
		Aries Kusnandar		Kantor Pusat / Head Office
		Kiki Rejeki	Vice President of Freight Marketing, Sales, and Customer Care	Kantor Pusat / Head Office
		Putri Yulia		Kantor Pusat / Head Office
		Johan Adi Saputra		Kantor Pusat / Head Office
		Adi Sukasno	Vice President of Passenger Ticketing Sales	Kantor Pusat / Head Office
		Meli Yuslinawati		Kantor Pusat / Head Office
		Cahyo Adi Nugroho		Kantor Pusat / Head Office
		Gatot Hermanto Kalisman	Vice President of Dissemination and Risk Management Procedure	Kantor Pusat / Head Office
		Amanda Zwilia Monica		Kantor Pusat / Head Office
		Dyah Ayu Pitra W.		Kantor Pusat / Head Office
		Ahmad Akbar	Vice President of Budgeting	Kantor Pusat / Head Office
		Achmad Fauzi		Kantor Pusat / Head Office
		Arman Hidayat		Kantor Pusat / Head Office
		Toufan Akbar	Vice President of Quality Assurance and Good Corporate Governance	Kantor Pusat / Head Office
		Samsudin		Kantor Pusat / Head Office
		Toni Sugiarto		Kantor Pusat / Head Office
		Sugeng Prasetyo A	Vice President of Corporate Social Responsibility	Kantor Pusat / Head Office
		Opik Nandika		Kantor Pusat / Head Office
		Adhi Budi Pratomo		Kantor Pusat / Head Office
		Apriliani Sayekti Handayani	Vice President of Non Transport Commercialization	Kantor Pusat / Head Office
		Fitria Adi Permana		Kantor Pusat / Head Office
		Didit Yogi Utomo		Kantor Pusat / Head Office
		Yanuarso Suprayogi	Vice President of Infrastructure Assets	Kantor Pusat / Head Office
		Aldi		Kantor Pusat / Head Office
		Teguh Widodo		Kantor Pusat / Head Office
		Isnain Nugraha	Vice President of Rolling Stock Assets	Kantor Pusat / Head Office
		Dedy Erlangga		Kantor Pusat / Head Office
		Eka Ariyanti		Kantor Pusat / Head Office
		Andy Supriadi	Vice President of Project Planning	Kantor Pusat / Head Office
		Mona Insaniati		Kantor Pusat / Head Office
		Lukman Hakim B		Kantor Pusat / Head Office
		Dwi Setianto	Vice President of Safety	Kantor Pusat / Head Office
		Kukuh Hery Prabowo		Kantor Pusat / Head Office
		Srimiyanto		Kantor Pusat / Head Office
		Asep Djaenudin	Vice President of Train Operation Control and Evaluation	Kantor Pusat / Head Office
				Kantor Pusat / Head Office
				Kantor Pusat / Head Office

Meetings of the Employee Performance Verification Committee

In 2024, the Employee Performance Verification Committee has conducted 3 (three) meetings. Detailed information regarding these meetings is as follows:

Employee Performance Verification Committee Meeting Table 2024

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Jabatan / Position	Kedudukan / Assigned At
15-16 Mei 2024 / May 15-16, 2024	Konsinyering Verifikasi Perencanaan Kinerja Pekerja KPI Tahun 2024 / KPI Worker Performance Planning Verification Consignment 2024	Irlangga	Vice President of Evaluation, Monitoring and Administration	Kantor Pusat / Head Office
		Susan Arimbi		Kantor Pusat / Head Office
		Aries Kusnandar	Vice President of Freight Marketing, Sales, and Customer Care	Kantor Pusat / Head Office
		Kiki Rejeki Amelia		Kantor Pusat / Head Office
		Putri Yulia		Kantor Pusat / Head Office
		Johan Adi Saputra	Vice President of Passenger Ticketing Sales	Kantor Pusat / Head Office
		Adi Sukasno		Kantor Pusat / Head Office
		Adityadarna Ari E		Kantor Pusat / Head Office
		Cahyo Adi Nugroho	Vice President of Dissemination and Risk Management Procedure	Kantor Pusat / Head Office
		Purwito Eko Atmadi		Kantor Pusat / Head Office
		Nuraini Hari Putri		Kantor Pusat / Head Office
		Ahmad Akbar	Vice President of Budgeting	Kantor Pusat / Head Office
		Disman Takoh		Kantor Pusat / Head Office
		Achmad Fauzi		Kantor Pusat / Head Office
		Toufan Akbar	Vice President of Quality Assurance and Good Corporate Governance	Kantor Pusat / Head Office
		Ramdan Mustakim		Kantor Pusat / Head Office
		Samsudin		Kantor Pusat / Head Office
		Sugeng Prasetyo A	Vice President of Corporate Social Responsibility	Kantor Pusat / Head Office
		Pahreza Nugraha		Kantor Pusat / Head Office
		Fitria Adi Permana	Vice President of Non Transport Commercialization	Kantor Pusat / Head Office
		Apriliani		Kantor Pusat / Head Office
		Zuesti Selviani		Kantor Pusat / Head Office
		M Arifudin	Vice President of Infrastructure Assets	Kantor Pusat / Head Office
		Didit Yogi U		Kantor Pusat / Head Office
		Yanuarso Suprayogi		Kantor Pusat / Head Office
		Waldiman	Vice President of Rolling Stock Assets	Kantor Pusat / Head Office
		Roni Fransiska	Vice President of Project Planning	Kantor Pusat / Head Office
		Puput Chandra K.		Kantor Pusat / Head Office
		Aris Rizky Kurniawan	Vice President of Safety	Kantor Pusat / Head Office
		Agung Setiawan		Kantor Pusat / Head Office
		Stefani Avelliana Megaranti (P)		Kantor Pusat / Head Office
		Kukuh Hery Prabowo	Vice President of Train Operation Control and Evaluation	Kantor Pusat / Head Office
		Asep Djaenudin		Kantor Pusat / Head Office
		Toni Hariyanto		Kantor Pusat / Head Office

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Jabatan / Position	Kedudukan / Assigned At
27-29 Agustus 2024 / August 27- 29, 2024	Konsinyering Verifikasi Penilaian Semester 1 Tahun 2024 / Verification of Semester 1 Assessment of 2024	Irma Estiyani	Vice President of Evaluation, Monitoring and Administration	Kantor Pusat / Head Office
		Susan Arimbi		Kantor Pusat / Head Office
		Riyanta	Vice President of Freight Marketing, Sales, and Customer Care Vice President of Passenger Ticketing Sales	Kantor Pusat / Head Office
		Yulia Setiowati		Kantor Pusat / Head Office
		Aries Kusnandar		Kantor Pusat / Head Office
		Estuning Ajeng Rega Aprillia		Kantor Pusat / Head Office
		Johan Adi Saputra		Kantor Pusat / Head Office
		Adityadarna Ari Ekantoputro	Vice President of Dissemination and Risk Management Procedure	Kantor Pusat / Head Office
		Adi Sukasno		Kantor Pusat / Head Office
		Agustari Wira Susanti		Kantor Pusat / Head Office
		Amanda Zwilia Monica	Vice President of Budgeting	Kantor Pusat / Head Office
		Nadhira Luthfisari Lathifah		Kantor Pusat / Head Office
		Ahmad Akbar		Kantor Pusat / Head Office
		Disman Takoh	Vice President of Quality Assurance and Good Corporate Governance	Kantor Pusat / Head Office
		Bagus Saputra		Kantor Pusat / Head Office
		Ichwan		Kantor Pusat / Head Office
		Arizal	Vice President of Corporate Social Responsibility Vice President of Non Transport Commercialization	Kantor Pusat / Head Office
		Apriliani Sayekti Handayani		Kantor Pusat / Head Office
		Fitria Adi Permana		Kantor Pusat / Head Office
		Zuesti Selviani		Kantor Pusat / Head Office
		Didit Yogi Utomo		Kantor Pusat / Head Office
		Agus Suwarno		Kantor Pusat / Head Office
		Moh.Lukman	Vice President of Infrastructure Assets Vice President of Rolling Stock Assets	Kantor Pusat / Head Office
		Teguh Widodo		Kantor Pusat / Head Office
		Muhammad Firdaus		Kantor Pusat / Head Office
		Nyoman Pasek Priatno		Kantor Pusat / Head Office
		Puput Chandra K		Kantor Pusat / Head Office
		Andy Supriadi	Vice President of Project Planning	Kantor Pusat / Head Office
		Nuke Maya Ardiana		Kantor Pusat / Head Office
		Aniza Candraloka		Kantor Pusat / Head Office
		Gabriella Veronica	Vice President of Safety	Kantor Pusat / Head Office
		Kukuh Hery P.		Kantor Pusat / Head Office
		Asep Djaenudin		Kantor Pusat / Head Office
		Toni Hariyanto	Vice President of Train Operation Control and Evaluation	Kantor Pusat / Head Office

Peningkatan Kompetensi Komite Verifikasi Kinerja Pekerja

Di sepanjang tahun 2024, tidak terdapat pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Verifikasi Kinerja Pekerja.

Laporan Singkat Pelaksanaan Kegiatan Komite Verifikasi Kinerja Pekerja Tahun 2024

Komite Verifikasi Kinerja Pekerja melaksanakan kegiatan verifikasi penilaian kinerja terhadap pekerja berdasarkan Keputusan Direksi No. SK.U/KO.101/IX/5/KA-2018 tanggal 5 September 2018. Sesuai peraturan tersebut, verifikasi

Employee Performance Verification Committee Competency Development

Throughout 2024, there was no training and/or competency development attended by members of the Employee Performance Verification Committee.

Brief Report on Employee Performance Verification Committee Activities In 2024

The Employee Performance Verification Committee conducts performance assessments for workers based on the Decree of the Board of Directors No. SK.U/KO.101/IX/5/KA-2018 dated September 5, 2018. In accordance with this regulation,

dilakukan oleh 34 (tiga puluh empat) anggota verifikator yang telah ditetapkan. Anggota verifikator tersebut dibantu oleh Tim SDM Daerah, yang melakukan Verifikasi Awal Data Dukung Pekerja milik KADAOP-1/KADIVRE-1.

Di tahun 2024, kegiatan Verifikasi Kinerja Pekerja dilaksanakan secara *offline* dengan informasi sebagai berikut:

1. Konsinyering Verifikasi Penilaian Akhir Kinerja Pekerja KPI Tahun 2023 dilaksanakan pada 5-7 Februari 2024;
2. Konsinyering Verifikasi Perencanaan Kinerja Pekerja KPI Tahun 2024 dilaksanakan pada 15-16 Mei 2024; dan
3. Konsinyering Verifikasi Penilaian Semester 1 Tahun 2024 dilaksanakan pada 27-29 Agustus 2024.

Komite Keselamatan Tingkat Pusat

Komite Keselamatan Tingkat Pusat merupakan komite yang dibentuk untuk mendukung Direksi dalam mengatur Sistem Manajemen Keselamatan Perkeretaapian. Sebagai organ pendukung Direksi, Komite Keselamatan bertanggung jawab secara langsung kepada Direktur Utama.

Tugas dan Tanggung Jawab Komite Keselamatan Tingkat Pusat

Sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) No SK.U/KO.101/II/2/KA-2024 Tentang Perubahan Atas Keputusan Direksi No SK.U/KO.101/IV/1/KA/2020 Tentang Pembentukan Komite Keselamatan Tingkat Pusat pada Pasal 1 ayat kedua tertulis:

- a. Menetapkan kebijakan keselamatan dan kebijakan keamanan Perusahaan;
- b. Menentukan strategi keselamatan dan keamanan untuk mencapai target kinerja keselamatan dan keamanan Perusahaan;
- c. Meninjau profil risiko keselamatan dan keamanan serta upaya pengendalian risikonya;
- d. Menyusun dan memeriksa program kerja dan kinerja keselamatan dan keamanan Perusahaan;
- e. Melakukan pembahasan bersama terkait kendala teknis meliputi keselamatan operasi, keselamatan prasarana, keselamatan sarana, dan keamanan yang terjadi pada 1 (satu) bulan sebelumnya yang akan berdampak pada Perusahaan beserta tindak lanjut penanganannya;
- f. Mengambil keputusan terhadap permasalahan keselamatan dan keamanan yang tidak dapat diselesaikan oleh Daerah;
- g. Melakukan keterlibatan dan konsultasi dengan SDM Perusahaan dalam Sistem Manajemen Keselamatan Perkeretaapian (SMKP);

verification is carried out by 34 (thirty-four) appointed verification members, who are assisted by the Regional HR Team. This team is responsible for the initial verification of supporting worker data for KADAOP-1/KADIVRE-1.

In 2024, the Employee Performance Verification activities were conducted offline, with the following information to be provided:

1. The Verification Consignment of the Final Assessment of KPI Employees' Performance in 2023 was held on February 5-7, 2024;
2. The Verification Consignment of KPI Employees' Performance Planning in 2024 was held on May 15-16, 2024; and
3. The Verification Consignment of Semester 1 Assessment in 2024 was held on August 27-29, 2024.

CENTRAL SAFETY COMMITTEE

The Central Safety Committee is established to support the Board of Directors in managing the Railway Safety Management System. This committee, as a supporting body of the Board of Directors, is directly accountable to the President Director.

Duties and Responsibilities of the Central Safety Committee

As outlined in the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/KO.101/II/2/KA-2024, which amends the previous decree No. SK.U/KO.101/IV/1/KA/2020 regarding the establishment of the Central Safety Committee, Article 1, paragraph two states:

- a. Establish the Company's safety and security policies;
- b. Determine safety and security strategies to achieve the Company's performance targets;
- c. Review the safety and security risk profile and assess risk control measures;
- d. Prepare and evaluate the company's safety and security work program and performance;
- e. Conduct joint discussions on technical constraints related to operational safety, infrastructure safety, facility safety, and security that occurred in the previous month, assessing their potential impact on the company and following up as necessary;
- f. Make decisions regarding safety and security issues that cannot be resolved at the regional level;
- g. Engage and consult with Company HR in relation to the Railway Safety Management System (SMKP);

- h. Melakukan tinjauan penerapan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) dan Sistem Manajemen Pengamanan (SMP) untuk peningkatan secara berkelanjutan;
 - i. Mengevaluasi efektivitas penggunaan alat pelindung diri, peralatan keselamatan kerja, peralatan penanganan keadaan darurat, cara kerja, proses kerja, kondisi lingkungan kerja dan pengelolaan lingkungan hidup;
 - j. Mengevaluasi kebijakan Perusahaan, serta implementasi peraturan perundang-undangan dan peraturan lainnya yang relevan di bidang keselamatan perkeretaapian, keselamatan dan kesehatan kerja, serta keamanan;
 - k. Melakukan pertemuan rutin yang dilaksanakan setiap hari Kamis di minggu pertama setiap bulannya dan dalam hal diperlukan, pelaksanaan pertemuan rutin dapat dilaksanakan sesuai dengan kebutuhan Komite Keselamatan; dan
 - l. Berkoordinasi dengan pihak internal dan/atau eksternal Perusahaan terkait dengan permasalahan keselamatan operasional kereta api, keselamatan dan Kesehatan kerja, serta keamanan.
- h. Review the implementation of the Railway Safety Management System (SMKP) and the Security Management System (SMP) for continuous improvement.
 - i. Evaluate the effectiveness of personal protective equipment, work safety equipment, emergency response tools, work methods, work processes, work environment conditions, and environmental management.
 - j. Assess company policies, as well as the implementation of laws and other relevant regulations concerning railway safety, occupational safety and health, and security.
 - k. Conduct routine meetings on Thursdays during the first week of each month, with additional meetings scheduled as necessary.
 - l. Coordinate with internal and/or external parties regarding issues of railway operational safety, occupational safety and health, and security.

Struktur dan Keanggotaan Komite Keselamatan Tingkat Pusat

Komposisi keanggotaan Komite Keselamatan Tingkat Pusat di tahun 2024 adalah sebagai berikut:

Structure and Membership of the Central Safety Committee

The composition of the Central Safety Committee for 2024 is as follows:

Tabel Komposisi Keanggotaan Komite Keselamatan Tingkat Pusat

Table of Composition of Membership of the Central Safety Committee

No	Jabatan / Position	Kedudukan / Position
1	Direktur Utama / President Director	Pembina / Supervisor
2	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Ketua / Head
3	Direktur SDM dan Umum / Managing Director of HC and General Affairs	Wakil Ketua / Vice Head
4	Vice President of Safety	Sekretaris 1 / Secretary 1
5	Vice President of Safety Standard	Sekretaris 2 / Secretary 2
6	Direktur Niaga / Managing Director of Commerce	Anggota / Member
7	Direktur Operasi / Managing Director of Operations	Anggota / Member
8	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Anggota / Member
9	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management	Anggota / Member
10	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Anggota / Member
11	Direktur Keuangan dan manajemen Risiko / Managing Director and Risk Management	Anggota / Member

No	Jabatan / Position	Kedudukan / Position
12	Executive Vice President of Freight Marketing and Sales	Anggota Bidang Niaga / Member of Commerce Division
13	Executive Vice President of Passenger Transport Marketing and Sales	Anggota Bidang Niaga / Member of Commerce Division
14	Executive Vice President of Operation Management	Anggota Bidang Operasi / Member of Operations Division
15	Executive Vice President of Operation Personnel	Anggota Bidang Operasi / Member of Operations Division
16	Executive Vice President of Signalling, Telecommunication, and Electricity	Anggota Bidang Sintelis / Member of Signalling, Telecommunication, and Electricity Division
17	Executive Vice President of Track and Bridge	Anggota Bidang Jalan Rel dan Jembatan / Member of Track and Bridge Division
18	Executive Vice President of Rollingstock Maintenance	Anggota Bidang Sarana / Member of Rolling Stock Division
19	Executive Vice President of Technical Engineering and Rollingstock Aset	Anggota Bidang Sarana / Member of Rolling Stock Division
20	Executive Vice President of Security	Anggota Bidang Keamanan / Member of Security Division

Independensi Komite Keselamatan Tingkat Pusat

Komite Keselamatan Tingkat Pusat dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Keselamatan Tingkat Pusat tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

Rapat Komite Keselamatan Tingkat Pusat

Di tahun 2024, Komite Keselamatan Tingkat Pusat telah menyelenggarakan rapat sejumlah 12 kali rapat. Informasi rapat Komite Keselamatan Tingkat Pusat adalah sebagai berikut:

Independence of the Central Safety Committee

The Central Safety Committee operates independently in fulfilling its duties and responsibilities. It is free from influences that could compromise its professional integrity, particularly those arising from affiliations with the Company's management or shareholders. Furthermore, the Company ensures that all members of the Central Safety Committee have no ties to the Board of Directors, the Board of Commissioners, or controlling shareholders.

Central Safety Committee Meetings

In 2024, the Central Safety Committee has conducted 12 meetings. Details regarding these meetings are as follows:

Tabel Rapat Komite Keselamatan Tingkat Pusat tahun 2024 **Central Safety Committee Meeting Table 2024**

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
25 Januari 2024 / January 25, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, TJ, TS, SK, SSD, SSS	30%	-
16 Februari 2024 / February 16, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D3, OP, TJ, TS, RR, SK, SSS, SSD	40%	-
28 Maret 2024 / March 28, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, CF, TS, RT, RR, SK, SSS	35%	-
23 April 2024 / April 23, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, OP, TJ, TS, SK, SSS	30%	-
29 Mei 2024 / May 29, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, OP, SSD, SSS	20%	-

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
28 Juni 2024 / June 28, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	DU, D3, D5, OM, OP, TS, RR, RT, SSS, SSD	50%	-
26 Juli 2024 / July 26, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D3, D5, OM, OP, TJ, TS, RR, RT, SK, SSS, SSD	55%	-
23 Agustus 2024 / August 23, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D3, D5, OM, OP, TS, SK, SSS, SSD	40%	-
19 September 2024 / September 19, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, OP, TJ, RR, SSS	25%	-
9 Oktober 2024 / October 9, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, D3, OM, TS, RR, RT, SK, SSS	40%	-

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
6 November 2024 / November 6, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D2, D5, CF, OP, TJ, RR, RT, SK, SSS	45%	-
20 Desember 2024 / December 20, 2024	Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah: / Topics of discussion for the Central Safety Committee Meeting include: 1. Notulen rapat sebelumnya; / Minutes of previous meetings; 2. Kinerja Keselamatan; / Safety Performance; 3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations; 4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings; 5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month; 6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and 7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.	D5, D3, OM, OP, TJ, TS, RR, RT, SK, SSS, SSD	55%	-

Peningkatan Kompetensi Komite Keselamatan Tingkat Pusat

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Keselamatan Tingkat Pusat di tahun 2024 adalah sebagai berikut:

Competency Development of Central Safety Committee

Information on training and/or competency development attended by members of the Central Safety Committee in 2024 is as follows:

Tabel Kompetensi Komite Keselamatan Tingkat Pusat tahun 2024

Central Safety Committee Competency Table 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Didiek Hartantyo	Direktur Utama / President Director	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Surya Hadis Palapa	Direktur Niaga / Managing Director of Commerce	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operations	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
		Training Program for Safety Management	Tokyo, 21-25 Oktober 2024 / Tokyo, October 21-25, 2024	JR East
John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Facilities Management	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
		Training Program for Safety Management	Tokyo, 21-25 Oktober 2024 / Tokyo, October 21-25, 2024	JR East
Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Safety Leadership Level III	Jakarta, 16 Agustus 2024 / Jakarta, August 16, 2024	Synergy Solusi
Krisna Arianto	Executive Vice President of Freight Marketing and Sales	Safety Leadership Level II	Bandung, 27 Agustus 2024 / Bandung, August 27, 2024	Synergy Solusi
TLN Ahmad Maliksyah	Executive Vice President of Passenger Transport Marketing and Sales	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Hendra Wahyono	Executive Vice President of Operation Management	Safety Leadership Level II	Bandung, 27 Agustus 2024 / Bandung, August 27, 2024	Synergy Solusi
Iqbal T Iskandar	Executive Vice President of Operation Personnel	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Sukamto	Executive Vice President of Track and Bridge	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Wahyu Cahyono	Executive Vice President of Signalling, Telecommunication, and Electricity	Safety Leadership Level II	Bandung, 27 Agustus 2024 / Bandung, August 27, 2024	Synergy Solusi
Dominicus Agung Wawan Purnawan	Executive Vice President of Rollingstock Maintenance	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Muh. Saiful Alam	Executive Vice President of Technical Engineering and Rollingstock Asset	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Nana Rukmana	Executive Vice President of Security	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Sigit Winarto	Vice President of Safety	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi
Agus Barkah Nugraha	Vice President of Safety Standards	Safety Leadership Level II	Bandung, 26 Agustus 2024 / Bandung, August 26, 2024	Synergy Solusi

Laporan Singkat Pelaksanaan Kegiatan Komite Keselamatan Tingkat Pusat Tahun 2024

Di tahun 2024, Komite Keselamatan Tingkat Pusat telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Menetapkan kebijakan keselamatan dan kebijakan keamanan Perusahaan.
2. Menentukan strategi keselamatan dan keamanan untuk mencapai target kinerja keselamatan dan keamanan Perusahaan.
3. Meninjau profil risiko keselamatan dan keamanan serta upaya pengendalian risikonya.
4. Menyusun dan memeriksa program kerja dan kinerja keselamatan dan keamanan Perusahaan
5. Melakukan pembahasan bersama terkait kendala teknis meliputi keselamatan operasi, keselamatan prasarana, keselamatan sarana, dan keamanan yang terjadi pada 1 (satu) bulan sebelumnya yang akan berdampak pada perusahaan beserta tindak lanjut penanganannya.
6. Mengambil keputusan terhadap permasalahan keselamatan dan keamanan yang tidak dapat diselesaikan oleh Daerah.
7. Melakukan keterlibatan dan konsultasi dengan SDM Perusahaan dalam Sistem Manajemen Keselamatan Perkeretaapian (SMKP).
8. Melakukan tinjauan penerapan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) dan Sistem Manajemen Pengamanan (SMP) untuk peningkatan secara berkelanjutan.
9. Mengevaluasi efektivitas penggunaan alat pelindung diri, peralatan keselamatan kerja, peralatan penanganan keadaan darurat, cara kerja, proses kerja, kondisi lingkungan kerja dan pengelolaan lingkungan hidup.

Brief Report on the Implementation of the Central Safety Committee's Activities In 2024

In 2024, the Central Safety Committee has successfully fulfilled the following duties and responsibilities:

1. Establish the Company's safety and security policies.
2. Determine the safety and security strategy to achieve the Company's safety and security performance targets.
3. Review the safety and security risk profile and its risk control efforts.
4. Prepare and review the Company's safety and security work program and performance
5. Conduct joint discussions related to technical constraints including operational safety, infrastructure safety, facility safety, and security that occurred in the previous 1 (one) month that will impact the company along with follow-up handling.
6. Make decisions on safety and security issues that cannot be resolved by the Region.
7. Conduct involvement and consultation with Company HR in the Railway Safety Management System (SMKP).
8. Conduct a review of the implementation of the Railway Safety Management System (SMKP) and Security Management System (SMP) for continuous improvement.
9. Evaluate the effectiveness of the use of personal protective equipment, work safety equipment, emergency response equipment, work methods, work processes, work environment conditions and environmental management.

10. Mengevaluasi kebijakan perusahaan, serta implementasi peraturan perundang-undangan dan peraturan lainnya yang relevan di bidang keselamatan perkeretaapian, keselamatan dan Kesehatan kerja, serta keamanan.
11. Melakukan pertemuan rutin yang dilaksanakan setiap hari Kamis di minggu pertama setiap bulannya dan dalam hal ini diperlukan, pelaksanaan pertemuan rutin dapat dilaksanakan sesuai dengan kebutuhan Komite Keselamatan.
12. Berkoordinasi dengan pihak internal dan/atau eksternal Perusahaan terkait dengan permasalahan keselamatan operasional kereta api, keselamatan dan Kesehatan kerja, serta keamanan.

KOMITE TEKNOLOGI INFORMASI

Sesuai dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023, Komite Teknologi Informasi adalah komite yang dibentuk oleh Direksi untuk menjalankan fungsi tata kelola teknologi informasi di BUMN. Komite ini berperan dalam menyelaraskan strategi TI dengan bisnis, mengelola risiko TI, mengawasi penggunaan sumber daya dan investasi TI, serta memastikan penerapan kebijakan dan prosedur TI yang sesuai dengan prinsip tata kelola perusahaan yang baik.

Tugas dan Tanggung Jawab Komite Teknologi Informasi

Komite Teknologi Informasi memiliki tugas dan tanggung jawab sebagai berikut:

1. Memastikan kebijakan tata kelola teknologi informasi Perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
2. Memastikan keselarasan rencana strategis teknologi informasi Perusahaan dengan rencana jangka panjang perusahaan (RJPP);
3. Memastikan implementasi rencana strategis teknologi informasi Perusahaan yang dituangkan dalam rencana kerja anggaran Perusahaan (RKAP);
4. Mengevaluasi, mengarahkan, dan memantau implementasi penyelenggaraan teknologi informasi sesuai dengan rencana strategis teknologi informasi, dan
5. Mengarahkan dan memantau investasi teknologi informasi di Perusahaan sesuai dengan rencana strategis teknologi informasi di Perusahaan.

Komposisi Keanggotaan Komite Teknologi Informasi

Komposisi keanggotaan Komite Teknologi Informasi di tahun 2024 sesuai Keputusan Direksi PT Kereta Api Indonesia (Persero) No. SK.U/KO.101/II/2/KA-2024 dan telah disesuaikan

10. Evaluate company policies, as well as the implementation of laws and regulations and other relevant regulations in the field of railway safety, occupational safety and health, and security.
11. Conduct routine meetings held every Thursday in the first week of each month and in this case it is necessary, the implementation of routine meetings can be carried out according to the needs of the Safety Committee.
12. Coordinate with internal and/or external parties of the Company regarding issues of train operational safety, occupational safety and health, and security.

INFORMATION TECHNOLOGY COMMITTEE

In line with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, the Information Technology Committee is a committee established by the Board of Directors to carry out the function of information technology governance in State-Owned Enterprises, playing a role in aligning IT strategy with business, managing IT risks, overseeing the use of IT resources and investments, and ensuring the implementation of IT policies and procedures following good corporate governance principles.

Duties and Responsibilities Of Information Technology Committee

The Information Technology Committee is responsible for the following duties:

1. Ensure the compliance of the Company's information technology governance policy with the provisions of applicable laws and regulations;
2. Ensure the alignment between the Company's information technology strategic plan and its long-term plan (RJPP);
3. Ensure the implementation of the Company's information technology strategic plan as outlined in the Company's work plan and budget (RKAP);
4. Evaluate, direct, and monitor the implementation of information technology under the information technology strategic plan, and
5. Direct and monitor information technology investment in the Company in accordance with the Company's information technology strategic plan.

Membership Composition of Information Technology Committee

The composition of the Information Technology Committee membership in 2024 according to the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/

dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara adalah sebagai berikut:

KO.101/II/2/KA-2024 and has been adjusted to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises is as follows:

Tabel Komposisi Keanggotaan Komite Teknologi Informasi

Table of Information Technology Committee Membership Composition

Nama / Name	Jabatan / Position	Kedudukan / Position
Komite Pengarah Teknologi Informasi / Information Technology Steering Committee		
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Ketua / Head
Rudi As Aturiddha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	Wakil Ketua / Vice Head
Albertus Indarko Wiyogo	Executive Vice President of Information System	Anggota Bidang Teknologi / Member of Technology Division
Agus Sobari	Executive Vice President of Risk Management	Anggota Bidang Manajemen Risiko / Member of Risk Management Division

Independensi Komite Teknologi Informasi

Komite Teknologi Informasi dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Teknologi Informasi tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

Independence of Information Technology Committee

The Information Technology Committee operates independently in fulfilling its duties and responsibilities. It is free from influences that could compromise its ability to function professionally, particularly those arising from any affiliations with the Company's management or shareholders. Additionally, the Company has ensured that all members of the Information Technology Committee have no affiliations with members of the Board of Directors, the Board of Commissioners, or controlling shareholders.

Rapat Komite Teknologi Informasi

Di tahun 2024, Komite Teknologi Informasi telah menyelenggarakan rapat sejumlah 3 (tiga) kali rapat. Informasi rapat Komite Teknologi Informasi adalah sebagai berikut:

Information Technology Committee Meeting

In 2024, the Information Technology Committee has conducted a number of 3 (three) meetings. Information regarding the meetings of the Information Technology Committee is as follows:

Tabel Rapat Komite Teknologi Informasi tahun 2024

Information Technology Committee Meeting Table 2024

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
21-23 Agustus 2024 / August 21-23, 2024	Rapat Kerja IT Kantor Pusat, Daerah, dan Anak Perusahaan PT KAI Group dengan tema "Optimizing Quality, Efficiency and Sustainability: Strategies for Future Success" / IT Working Meeting of Head Office, Regional Offices, and Subsidiaries of PT KAI Group with the theme "Optimizing Quality, Efficiency and Sustainability: Strategies for Future Success"	1. SALUSRA WIJAYA, Direktur Keuangan dan Manajemen Risiko / SALUSRA WIJAYA, Managing Director of Finance and Risk Management 2. ALBERTUS INDARKO WIYOGO, Executive Vice President of Information System 3. DIDIK WARDOYO, Vice President of IT Planning and Governance 4. ERIS IMRON ROSYADI, Vice President of IT Operations 5. BAMBANG HERMANTO, Vice President of IT Design and Development 6. DODY GUNAWAN, Vice President of Enterprise Resource Planning 7. Perwakilan Pekerja Divisi Sistem Informasi Kantor Pusat, LRT, Daerah, dan Anak Perusahaan / Representatives of Employees of the Information Systems Division of the Head Office, LRT, Regions, and Subsidiaries	82 Peserta / 82 Participants	-

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reason for Absence
2 Oktober 2024 / October 2, 2024	Rapat Koordinasi Dewan Komisaris – Direksi PT KAI (Persero) / Coordination Meeting of the Board of Commissioners – Board of Directors of PT KAI (Persero) Agenda Rapat: / Meeting Agenda: Pembahasan RJPP dan RSTI 2025-2029 PT KAI dan Anak Perusahaan / Discussion of RJPP and RSTI 2025-2029 PT KAI and Subsidiaries Notulen No: 08/CG/RIS/KOM-DIR/X/2024 / Minutes No: 08/CG/RIS/KOM-DIR/X/2024	Dewan Komisaris PT KAI (Persero): / Board of Commissioners of PT KAI (Persero): 1. Rochadi, Komisaris Utama / Rochadi, President Commissioner 2. Endang Tirtana, Komisaris / Endang Tirtana, Commissioner 3. Diah Natalisa, Komisaris / Diah Natalisa, Commissioner 4. Chairul Anwar, Komisaris / Chairul Anwar, Commissioner 5. Sri Paduka Mangkunegoro X, Komisaris / Sri Paduka Mangkunegoro X, Commissioner Direksi PT KAI (Persero): / Board of Directors of PT KAI (Persero) 1. Didiek Hartantyo, Direktur Utama / Didiek Hartantyo, President Director 2. Hadis Surya Palapa, Direktur Niaga / Hadis Surya Palapa, Managing Director of Commerce 3. Awan Hermawan P., Direktur Operasi / Awan Hermawan P., Managing Director of Operations 4. Heru Kuswanto, Direktur Pengelolaan Prasarana / Heru Kuswanto, Managing Director of Infrastructure 5. John Roberto, Direktur Perencanaan Strategis dan Pengelolaan Sarana / John Roberto, Managing Director of Strategic Planning and Rolling Stock Management 6. Dadan Rusdiansyah, Direktur Keselamatan dan Keamanan / Dadan Rusdiansyah, Managing Director of Safety and Security 7. Rosma Handayani, Direktur SDM dan Umum / Rosma Handayani, Managing Director of Human Capital and General Affairs 8. Rudi As Aturiddha, Direktur Pengembangan Usaha dan Kelembagaan / Rudi As Aturiddha, Managing Director of Business Development and Institutional Relations 9. Salusra Wijaya, Direktur Keuangan dan Manajemen Risiko / Salusra Wijaya, Managing Director of Finance and Risk Management Organ Pendukung Dewan Komisaris dan Direksi: / Supporting Organs of the Board of Commissioners and Board of Directors: 1. Kismularso Seno Pamungkas, Sekretaris Dewan Komisaris / Kismularso Seno Pamungkas, Secretary of the Board of Commissioners 2. Ernesto, Komite Audit / Ernesto, Audit Committee 3. Amelia Setyanti L., Komite Audit / Amelia Setyanti L., Audit Committee 4. Handy P., Komite Pemantau Manajemen Risiko / Handy P., Risk Management Monitoring Committee 5. Miranti Gani, Komite Pemantau Manajemen Risiko / Miranti Gani, Risk Management Monitoring Committee 6. Corina D. R., Komite Nominasi dan Remunerasi / Corina D. R., Nomination and Remuneration Committee 7. M. Halim P, Staf Sekretaris Dewan Komisaris / M. Halim P, Secretary Staff of the Board of Commissioners 8. Winda D., Staf Sekretaris Dewan Komisaris / Winda D., Secretary Staff of the Board of Commissioners	22 Peserta / 22 Participants	-
25 November 2024 / November 25, 2024	Sosialisasi Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Strategis Teknologi Informasi (RSTI) PT Kereta Api Indonesia (Persero) Tahun 2025-2029 / Dissemination of the Company's Long-Term Plan (RJPP) and the Strategic Information Technology Plan (RSTI) of PT Kereta Api Indonesia (Persero) 2025-2029	1. ALBERTUS INDARKO WIYOGO, Executive Vice President of Information Systems 2. Sigit Winarto, VP of Safety 3. Muhammad Abrar, EVP of Project Development 4. Agus Sobari, EVP of Risk Management 5. Buntar Ris Wirawan, VP of Commercialization Non-Transport 6. Andi Prasetiawan, VP of Subsidiy 7. Singgih Priyambodo, VP of Rollingstock LRT 8. Ricka Oktaria, VP of Procurement & Logistics	53 Peserta / 53 Participants	-

Peningkatan Kompetensi Komite Teknologi Informasi

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Teknologi Informasi di tahun 2024 adalah sebagai berikut:

Information Technology Committee Competency Improvement

Information on training and/or competency improvement attended by members of the Information Technology Committee in 2024 is as follows:

Tabel Kompetensi Komite Teknologi Informasi tahun 2024

Table of Information Technology Committee Competency 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Albertus Indarko Wiyogo	Executive Vice President of Information System	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
Bambang Hermanto	Vice President of IT Design and Development	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
Didik Wardoyo	Vice President of IT Planning and Governance	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
Eris Imron Rosyadi	Vice President of IT Operation	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
Dody Gunawan	Vice President of Enterprise Resource Planning	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
Yohanes Wawan Sugiharto	Ticketing Project Director	Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset"	Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024	Ekipa Agile Consultancy
I Ketut Pande Wikardo Mitra Yoga	Vice President of Policy and Regulations	ISO 27701: 2019 Fundamental	Balai Pendidikan dan Latihan Ir. H. Djuanda, 7 Maret 2024 / Ir. H. Djuanda Education and Training Center, March 7, 2024	TUV SUD Indonesia

Laporan Singkat Pelaksanaan Kegiatan Komite Teknologi Informasi Tahun 2024

Di tahun 2024, Komite Teknologi Informasi telah melaksanakan tugas dan tanggung jawab sebagai berikut:

- Penyusunan Rencana Strategis Teknologi Informasi (RSTI) untuk tahun 2025-2029 yang *allignt* dengan Rencana Jangka Panjang Perusahaan (RJPP), yang di dalamnya memuat:
 - Peran Teknologi Informasi terhadap pengembangan bisnis termasuk transformasi digital;
 - Organisasi TI;
 - Rencana Pembiayaan TI; dan
 - Peta Jalan TI;
 Dokumen RSTI 2025-2029 disusun bersamaan dengan Dokumen RJPP 2025-2029;
- Implementasi Rencana Strategis TI Tahun 2025-2029 dituangkan dalam penyusunan Rencana Kerja Anggaran Perusahaan untuk Tahun 2025.
- Asesmen IT Maturity Level merupakan salah satu pengukuran efektivitas Tata Kelola Teknologi Informasi mengacu pada framework COBIT. Untuk tahun 2024 Perusahaan telah melakukan Asesmen IT Maturity Level oleh Konsultan Independen dengan skor 3,79 (24 GAMO) dan 3,76 (33 GAMO).
- Pada Mei 2024 dilaksanakan Surveillance ISO 27001:2013 dengan hasil "Recommended to Continue Certificate ISO/IEC 27001:2013 Information Security Management System".

Brief Report on the Implementation of Information Technology Committee's Activities in 2024

In 2024, the Information Technology Committee has fulfilled the following duties and responsibilities:

- Preparation of the Information Technology Strategic Plan (RSTI) for 2025-2029 that is aligned with the Company's Long-Term Plan (RJPP), which contains:
 - The role of Information Technology in business development, including digital transformation;
 - IT Organization;
 - IT Financing Plan; and
 - IT Roadmap;
 The 2025-2029 RSTI Document is prepared together with the 2025-2029 RJPP Document;
- Implementation of the 2025-2029 IT Strategic Plan is outlined in the preparation of the Company's Work Budget Plan for 2025.
- The IT Maturity Level Assessment is one of the measurements of the Information Technology Governance effectiveness, referring to the COBIT framework. For 2024, the Company conducted an IT Maturity Level Assessment by an Independent Consultant with a score of 3.79 (24 GAMO) and 3.76 (33 GAMO).
- In May 2024, ISO 27001:2013 Surveillance was implemented with the result of "Recommended to Continue Certification ISO/IEC 27001:2013 Information Security Management System".

KOMITE PENYELESAIAN DAN TINDAK LANJUT HASIL INVESTIGASI DAN HASIL CO/PEMERIKSAAN DAERAH ATAS KEJADIAN KECELAKAAN KERETA API

Komite Penyelesaian dan Tindak Lanjut Hasil Investigasi dan Hasil CO/Pemeriksaan Daerah atas Kejadian Kecelakaan Kereta Api merupakan organ yang dibentuk untuk membantu Direksi dalam menindaklanjuti hasil investigasi dan CO atas kejadian kecelakaan kereta api, menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi/CO, menetapkan sanksi, dan menetapkan penghargaan kepada pekerja/masyarakat yang dinilai telah ikut mencegah atau melakukan upaya sehingga kecelakaan KA dapat dihindari. Komite ini melaporkan hasil kerja komite kepada Direktur Utama.

Tugas Dan Tanggung Jawab Komite

Komite memiliki tugas dan tanggung jawab sebagai berikut:

1. Menindaklanjuti hasil investigasi dan CO atas terjadinya kecelakaan kereta api.
2. Menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi atau hasil CO.
3. Menetapkan sanksi bagi pejabat seperti yang dimaksud pada butir 2 di atas.
4. Menetapkan penghargaan kepada pekerja dan atau masyarakat yang dinilai telah ikut mencegah dan atau melakukan upaya sehingga kecelakaan kereta api tersebut dapat dihindari.

Komposisi Keanggotaan Komite

Komposisi keanggotaan Komite di tahun 2024 adalah sebagai berikut:

Tabel Komposisi Keanggotaan Komite

No	Jabatan / Position	Kedudukan / Position
Kantor Pusat / Head Office		
1	Direktur Terkait / Relevant Directors	Pengarah / Director
2	Executive Vice President Personnel Care and COnTrol (EMC)	Ketua / Head
3	Vice President Industrial Relation	Wakil Ketua 1 / Depuy Head 1
4	Vice President Personnel Administration	Wakil Ketua 2 / Depuy Head 2
5	Manager Industrial Relation & Employee Engagement	Sekretaris / Secretary
6	Executive Vice President Legal/Vice President/Manager Hukum dan Vice President/ Manager Unit terkait / Executive Vice President Legal/Vice President/Legal Manager and Vice President/Related Unit Manager	Anggota / Member

COMMITTEE FOR SETTLEMENT AND FOLLOW-UP OF INVESTIGATION RESULTS AND CO RESULTS/REGIONAL INVESTIGATIONS ON TRAIN ACCIDENTS

The Committee for Settlement and Follow-up of Investigation Results, along with CO Results and Regional Investigations on Train Accidents, has been established to assist the Board of Directors in tracking the findings of investigations and COs related to train accidents. The committee is responsible for identifying officials accountable for the issues outlined in the investigation results and COs, determining appropriate sanctions, and recognizing employees or members of the public who have contributed to the prevention of train accidents. The committee reports the outcomes of its work to the President Director.

Committee Duties and Responsibilities

The Committee has the following duties and responsibilities:

1. Follow up on the results of investigations and COs related to train accidents.
2. Identify responsible officials based on the causes outlined in the investigation results or COs.
3. Determine sanctions for the officials mentioned in point 2.
4. Recognize and award employees and/or the public who are acknowledged for their contributions to preventing or mitigating train accidents.

Committee Membership Composition

The composition of the Committee's membership for 2024 is as follows:

Table of Committee Membership Composition

No	Jabatan / Position	Kedudukan / Position
Kantor Pusat / Head Office		
1	Direktur Terkait / Relevant Directors	Pengarah / Director
2	Executive Vice President Personnel Care and COnTrol (EMC)	Ketua / Head
3	Vice President Industrial Relation	Wakil Ketua 1 / Depuy Head 1
4	Vice President Personnel Administration	Wakil Ketua 2 / Depuy Head 2
5	Manager Industrial Relation & Employee Engagement	Sekretaris / Secretary
6	Executive Vice President Legal/Vice President/Manager Hukum dan Vice President/ Manager Unit terkait / Executive Vice President Legal/Vice President/Legal Manager and Vice President/Related Unit Manager	Anggota / Member

No	Jabatan / Position	Kedudukan / Position
Daop/Divre/Balai Yasa / Operation Area/Regional Division/Railway Workshop		
1	Deputy Executive Vice President/ Deputy Vice President/ General Manager	Ketua / Head
2	Senior Manager/Manager SDM dan Umum/Manager Keuangan SDM dan Teknologi Informasi / Senior Manager/ Manager of Human Capital and General Affairs/Manager of Finance of Human Capital and Information Technology	Sekretaris / Secretary
3	Asisten Manager	Anggota / Member

Independensi Komite

Komite dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

Rapat Komite

Di tahun 2024, Komite telah menyelenggarakan rapat sesuai dengan kebutuhan. Lebih lanjut, dalam laporan ini tidak disajikan informasi terkait agenda rapat yang telah dilaksanakan komite.

Peningkatan Kompetensi Komite

Di tahun 2024, Komite telah mengikuti pelatihan dan/atau peningkatan kompetensi dengan baik.

Laporan Singkat Pelaksanaan Kegiatan Komite Tahun 2024

Di tahun 2024, Komite telah melaksanakan tugas dan tanggung jawab dengan baik sesuai dengan rencana kerja yang telah disusun dan dijalankan dengan tetap mematuhi peraturan dan kebijakan perundang-undangan yang berlaku.

KOMITE EKSEKUTIF

Komite Eksekutif merupakan komite yang dibentuk untuk membantu Direksi dalam mengantisipasi perkembangan dan tuntutan di masa depan, yang membuat Perseroan perlu mempersiapkan kader-kader pemimpin yang kompeten. Komite Eksekutif bertugas untuk merumuskan, mengelola, melaksanakan, serta mempersiapkan proses kaderisasi pemimpin Perseroan untuk masa mendatang. Lebih dari itu, Komite Eksekutif juga membantu Direksi dalam membahas hal-hal strategis Perseroan.

Committee Independence

The Committee operates independently in fulfilling its duties and responsibilities. It is free from any influences that could compromise its ability to work professionally, particularly those arising from relationships with the Company's management or shareholders. Additionally, the Company ensures that all Committee members have no affiliations with the Board of Directors, the Board of Commissioners, or controlling shareholders.

Committee Meetings

In 2024, the Committee held meetings as needed. Furthermore, this report does not present information related to the agenda of meetings held by the committee.

Committee Competency Development

In 2024, the Committee followed training and/or competency development well.

Brief Report on the Implementation of Committee Activities in 2024

In 2024, the Committee has undertaken its duties and responsibilities well in accordance with the work plan that has been prepared and implemented while still complying with applicable laws and regulations, and policies.

EXECUTIVE COMMITTEE OVERVIEW

The Executive Committee has been established to assist the Board of Directors in anticipating future developments and demands that require the Company to cultivate competent leadership. This committee is responsible for formulating, managing, implementing, and preparing the processes necessary for developing the Company's future leaders. Additionally, the Executive Committee aids the Board of Directors in discussing the Company's strategic matters.

Tugas dan Tanggung Jawab Komite Eksekutif

Komite Eksekutif memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan hal-hal yang diperlukan oleh Direksi dalam merumuskan, mengelola, melaksanakan, serta mempersiapkan kaderisasi dalam rangka menghasilkan pemimpin masa depan bagi Perseroan.
2. Melakukan penugasan-penugasan khusus dari Direksi, antara lain terkait pembahasan hal-hal strategis Perseroan.

Komposisi Keanggotaan Komite Eksekutif

Komposisi keanggotaan Komite Eksekutif di tahun 2024 adalah sebagai berikut:

Duties and Responsibilities of the Executive Committee

The Executive Committee has the following duties and responsibilities:

1. Implementing the tasks assigned by the Board of Directors related to the formulation, management, implementation, and preparation of leaders for the future of the Company.
2. Carrying out special assignments from the Board of Directors, including discussions on the Company's strategic issues.

Membership Composition of the Executive Committee

The membership composition of the Executive Committee in 2024 is as follows:

Tabel Komposisi Keanggotaan Komite Eksekutif

Table of Executive Committee Membership Composition

Nama / Name	Jabatan / Position	Keahlian / Expertise	Kedudukan / Position
Didiek Hartantyo	Direktur Utama / President Director	Bisnis / Business	Kantor Pusat / Head Office
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	Keuangan, Bisnis / Finance, Business	Kantor Pusat / Head Office
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operations	Operasi, Prasarana / Operations, Infrastructure	Kantor Pusat / Head Office
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Prasarana / Infrastructure	Kantor Pusat / Head Office
John Robertho	Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development	Sarana, Keselamatan / Infrastructure, Safety	Kantor Pusat / Head Office
Sandry Pasambuna	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Keselamatan / Safety	Kantor Pusat / Head Office
Suparno	Direktur SDM dan Umum / Managing Director of HC and General Affairs	SDM, Prasarana / HC, Infrastructure	Kantor Pusat / Head Office
Rudi As Aturridha	Direktur Pengembangan Usaha & Kelembagaan / Managing Director of Business Development and Institutional Relations	Business Development	Kantor Pusat / Head Office
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Keuangan / Finance	Kantor Pusat / Head Office
Asdo Artriviyanto	Pelaksana Tugas President Director / Acting President Director	Operasi / Operations	PT. KCI
Tin Ahmad Malik Syah	Direktur Utama / President Director	Keuangan / Finance	PT. KALOG
Porwanto Handry Nugroho	Direktur Utama / President Director	Operasi / Operations	PT. RAILINK
Dwiyana Slamet Riyadi	Diperbantukan di PT Kereta Cepat Indonesia China / Assigned to PT Kereta Cepat Indonesia China	Operasi / Operations	KCIC
Hendy Helmy	Direktur Utama / President Director	Komersial / Commercial	PT. KA WISATA
Dwi Erni Ratnawati	Executive Vice President of Internal Audit	Auditor, SDM / Auditor, HC	Kantor Pusat / Head Office
Idrus Fauzi	Executive Vice President of Rolling Stock Maintenance	Sarana / Rolling Stock	Kantor Pusat / Head Office
Muh. Saiful Alam	Executive Vice President of Technical Engineering and Rolling Stock Asset	Sarana / Rolling Stock	Kantor Pusat / Head Office
Irwansyah	Executive Vice President UPT Balai Yasa Manggarai	Sarana / Rolling Stock	Balai Yasa Manggarai / Manggarai Railway Workshop
Faizal Muhtadi	Executive Vice President UPT Balai Yasa Yogyakarta	Sarana / Rolling Stock	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop
Deddy Hendrady	Executive Vice President UPT Balai Yasa Lahat	Sarana / Rolling Stock	Balai Yasa Lahat / Lahat Railway Workshop
Mohamad Nurul Huda Dwi Santoso	Executive Vice President of Non Railway Assets	Auditor	Kantor Pusat / Head Office

Nama / Name	Jabatan / Position	Keahlian / Expertise	Kedudukan / Position
Raden Agus Dwinanto Budiadji	Executive Vice President of Corporate Secretary	Komersial / Commercial	Kantor Pusat / Head Office
Yuskal Setiawan	Executive Vice President Divisi Regional III Palembang / Executive Vice President Regional Division III Palembang	Operasi / Operations	DIVRE III Palembang / Regional Division III Palembang
Januri	Acting Executive Vice President Divisi Regional IV Tanjungkarang / Acting Executive Vice President of Regional Division IV Tanjungkarang	Sarana / Infrastructure	DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang
Iwan Eka Putra	Executive Vice President Daerah Operasi 1 Jakarta / Executive Vice President Operation Area 1 Jakarta	Jalan dan Jembatan / Tracks and Bridges	DAOP 1 Jakarta / Operation Area 1 Jakarta
Wisnu Pramudyo	Executive Vice President Daerah Operasi 8 Surabaya / Executive Vice President of Operation Area 8 Surabaya	Operasi / Operations	DAOP 8 Surabaya / Operation Area 8 Surabaya
Takdir Santoso	Executive Vice President Daerah Operasi 2 Bandung / Executive Vice President of Operation Area 2 Bandung	Jalan dan Jembatan / Tracks and Bridges	DAOP 2 Bandung / Operation Area 2 Bandung
Daniel Johannes Hutabarat	Acting Executive Vice President Daerah Operasi 4 Semarang / Acting Executive Vice President Operation Area 4 Semarang	Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications	DAOP 4 Semarang / Operation Area 4 Semarang
Bambang Respationo	Acting Executive Vice President Daerah Operasi 6 Yogyakarta / Acting Executive Vice President of Operation Area 6 Yogyakarta	Operasi / Operations	DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta
Muh. Sahli	Executive Vice President of New Business Development and Strategic Projects	Operasi / Operations	Kantor Pusat / Head Office
Agus Setiyono	Executive Vice President of Training and Education Ir. H. Djuanda	Sarana, SDM / Infrastructure, HC	Kantor Pusat / Head Office
Ida Hidayati	Executive Vice President of Personnel Care, Control, and Development	SDM / HC	Kantor Pusat / Head Office
Fredi Firmansyah	Executive Vice President of Freight Marketing and Sales	Sarana, Komersial / Rolling Stock, Commercial	Kantor Pusat / Head Office
Ririn Widi Astutik	Acting Executive Vice President of Passenger Transport Marketing and Sales	Komersial / Commercial	Kantor Pusat / Head Office
Iqbal T Iskandar	Acting Executive Vice President of Operation Personnel	Operasi / Operations	Kantor Pusat / Head Office
Hendra Wahyono	Executive Vice President of Operation Management	Operasi / Operations	Kantor Pusat / Head Office
Sukamto	Acting Executive Vice President of Track and Bridge	Jalan dan Jembatan / Tracks and Bridges	Kantor Pusat / Head Office
Wahyu Cahyono	Executive Vice President of Signalling, Telecommunication, and Electricity	Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications	Kantor Pusat / Head Office
Jagatsyah Aminullah	Executive Vice President of Finance Consolidation	Keuangan / Finance	Kantor Pusat / Head Office
Januar Parlindungan	Executive Vice President of Revenue and Cost Consolidation	Keuangan / Finance	Kantor Pusat / Head Office
Albertus Indarko Wiyogo	Acting Executive Vice President of Information System	Keuangan / Finance	Kantor Pusat / Head Office
Agus Sobari	Executive Vice President of Risk Management	Keuangan / Finance	Kantor Pusat / Head Office
Mochamad Purnomosidi	Executive Vice President of Light Rail Transit Jabodebek	Sarana / Rolling Stock	LRT JABODEBEK
Emanuel Kurniawan Kriswijayanto	Executive Vice President of Subsidiary Management		Kantor Pusat / Head Office
Roni Komar	Executive Vice President of Strategic Business Planning and Investment	Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications	Kantor Pusat / Head Office
Muhamad Abrar	Executive Vice President of Project Development	Jalan dan Jembatan / Tracks and Bridges	Kantor Pusat / Head Office
Yurish Wibawa	Executive Vice President of Non Railway Assets Development	Business & Assets Development	Kantor Pusat / Head Office
Endro Rahardjo	Deputy of Digital Transformation Office 1	IT	Kantor Pusat / Head Office
Subandi	Deputy of Digital Transformation Office 2	Sinyal dan Telekomunikasi Listrik, IT / Electric Signaling and Telecommunications, IT	Kantor Pusat / Head Office

Nama / Name	Jabatan / Position	Keahlian / Expertise	Kedudukan / Position
Suryawan Putra Hia	Executive Vice President of Logistics	Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications	Kantor Pusat / Head Office
Dicky Eka Priandana	Vice President Daerah Operasi 3 Cirebon	Operasi / Operation	DAOP 3 Cirebon / Operation Area 3 Cirebon
Dominicus Agung Wawan Purnawan	Vice President Daerah Operasi 5 Purwokerto	Sarana / Rolling Stock	DAOP 5 Purwokerto / Operation Area 5 Purwokerto
Mulyani	Vice President Daerah Operasi 7 Madiun	Keuangan / Finance	DAOP 7 Madiun / Operation Area 7 Madiun
Buntar Ris Wirawan	Buntar Ris Wirawan Vice President Daerah Operasi 9 Jember	Operasi, Komersial / Operations, Commercial	DAOP 9 Jember / Operation Area 9 Jember
Sigit Winarto	Vice President of Safety	Sinyal dan Telekomunikasi Listrik, Safety / Electric Signaling and Telecommunications, Safety	Kantor Pusat / Head Office

Independensi Komite Eksekutif

Komite Eksekutif Jabatan dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Eksekutif tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

Rapat Komite Eksekutif

Di tahun 2024, Komite Eksekutif telah menyelenggarakan rapat sejumlah 8 (delapan) kali rapat. Informasi rapat Komite Eksekutif adalah sebagai berikut:

Executive Committee Independence

The Executive Committee operates independently while fulfilling its duties and responsibilities. It is free from influences that could compromise its ability to work professionally, particularly those arising from any affiliations with the Company's management or shareholders. Additionally, the Company has ensured that all Executive Committee members have no connections to the Board of Directors, the Board of Commissioners, or controlling shareholders.

Executive Committee Meetings

In 2024, the Executive Committee held 8 (eight) meetings. Details regarding these Executive Committee meetings are as follows:

Tabel Rapat Komite Eksekutif tahun 2024

2024 Executive Committee Meeting Table

Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants	Kehadiran / Attendance	Alasan Ketidakhadiran / Reasons for Absence
22 Januari 2024 / January 22, 2024	Economic Outlook, Rapat Excom dan Townhall Meeting 6.0 / Economic Outlook, Excom Meeting, and Townhall Meeting 6.0	BOD dan Anggota EXCOM	100%	-
30-31 Januari 2024 / January 30-31, 2024	Townhall Safety, Security, and Non Railway Assets Programe 2024	BOD dan Anggota EXCOM	100%	-
1 Februari 2024 / February 1, 2024	Safety, Security, and Non Railway Asset Awareness 2024	BOD dan Anggota EXCOM	100%	-
28-29 Februari 2024 / February 28-29, 2024	Rapat Kerja Tahun 2024 Perusahaan dalam rangka Breakdown RKAP terhadap Program Kerja / The Company's 2024 Work Meeting in the context of Breakdown of RKAP against Work Program	BOD dan Anggota EXCOM	100%	-
1-2 Agustus 2024 / August 1-2, 2024	Rapat Kerja Evaluasi Smt 1 dan Program Smt 2 / Evaluation Work Meeting for Semester 1 and Semester 2 Program	BOD dan Anggota EXCOM	100%	-
30 Oktober 2024 / October 30, 2024	Rapat Evaluasi Kinerja Triwulan III Tahun 2024 dan Strategi Kinerja Memasuki Triwulan IV Tahun 2024 / Performance Evaluation Meeting for Quarter III of 2024 and Performance Strategy Entering Quarter IV of 2024	BOD dan Anggota EXCOM	100%	-
19 November 2024 / November 19, 2024	Peringatan Hari Anti Korupsi Sedunia (HAKORDIA) PT KAI (Persero) / Commemoration of World Anti-Corruption Day of PT KAI (Persero)	BOD dan Anggota EXCOM	100%	-
22 November 2024 / November 22, 2024	Kick Off Sosialisasi Rencana Jangka Panjang Perusahaan & Rencana Sistem Teknologi Informasi 2025-2029 / Dissemination Kick-Off of the Company's Long-Term Plan & Information Technology System Plan 2025-2029	BOD dan Anggota EXCOM	100%	-

Peningkatan Kompetensi Komite Eksekutif

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Eksekutif di tahun 2024 adalah sebagai berikut:

Executive Committee Competency Development

Information on training and/or competency development attended by members of the Executive Committee in 2024 is as follows:

Tabel Kompetensi Komite Eksekutif tahun 2024**Executive Committee Competency Table 2024**

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Didiek Hartantyo	Direktur Utama / President Director	Business Blind Spot: Tackling Unseen Future Risks	17-18 Desember 2024 di Bali, Indonesia / December 17-18, 2024, in Bali, Indonesia	Markplus Indonesia
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024, online training	LSP - MKS
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	CEO Academy	12-13 November 2024 di New York, US / November 12-13, 2024, in New York, US	Wharton Executive Education
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024, online training	LSP - MKS
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operations	Safety Training	21-25 Oktober 2024 di Jepang / October 21-25, 2024, in Japan	JR EAST
		CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	31 Oktober-1 November 2024 di Bali, Indonesia / October 31-November 1, 2024, in Bali, Indonesia	Markplus Indonesia
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024, online training	LSP - MKS
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Leading Digital Execution	9-13 September 2024 di Lausanne, Swiss / September 9-13, 2024 in Lausanne, Switzerland	IMD Business School
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
John Robertho	Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development	ESG Fundamental	17-19 September 2024 di Bali, Indonesia / September 17-19, 2024, in Bali, Indonesia	CRMS
		CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	31 Oktober-1 November 2024 di Bali, Indonesia / October 31-November 1, 2024, in Bali, Indonesia	Markplus Indonesia
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
Sandry Pasambuna	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
Suparno	Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs	Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
Rudi As Aturridha	Direktur Pengembangan Usaha & Kelembagaan / Managing Director of Business Development and Institutional Relations	Leading Digital Execution	9-13 September 2024 di Lausanne, Switzerland / September 9-13, 2024 in Lausanne, Switzerland	IMD Business School
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	Succeeding as a Strategic CFO	6-9 Oktober 2024 di Boston, US / October 6-9, 2024, in Boston, US	Harvard Business School
		Qualified Risk Governance Professional (QRGP)	15 Oktober 2024 online training / October 15, 2024 online training	LSP - MKS
Asdo Artriviyo	Pelaksana Tugas <i>President Director</i> / Acting President Director	BUMN Business Essentials Batch 3	3 Oktober-13 November 2024 online training / October 3-November 13, 2024, online training	BUMN School of Excellence
		Certified Risk Executive Leader (CREL)	3 Juni-17 Juni 2024 di Jakarta, Indonesia / June 3-June 17, 2024, in Jakarta, Indonesia	Pusat Pendidikan dan Pelatihan Pengawasan BPKP / Center for Supervision Education and Training of the Financial and Development Supervisory Agency
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Tin Ahmad Malik Syah	Direktur Utama PT. KALOG / President Director of PT. KALOG	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		BUMN Business Essentials	26 Juni-5 September 2024 online training / 26 June-5 September, 2024, online training	BUMN School of Excellence
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Porwanto Handry Nugroho	Direktur Utama PT RAILINK / President Director of PT RAILINK	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) / Safety Leadership Level II (EVP/VP Level)	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Top Gun (BOD-1 Acceleration Development Program) Batch III	8-11 Juli 2024 di Swiss / July 8-11, 2024, in Switzerland	BUMN School of Excellence
Dwiyana Slamet Riyadi	Diperbantukan di PT Kereta Cepat Indonesia China / Assigned to PT Kereta Cepat Indonesia China	ESG-Driven Strategy: Creating Competitive Advantage amid Conscious Stakeholder	28-29 Agustus 2024 online training / August 28-29, 2024, online training	Markplus Indonesia
		BUMN Business Essentials Batch 4	29 November 2024-1 Januari 2025 online training / November 29, 2024-January 1, 2025, online training	BUMN School of Excellence
Hendy Helmy	Direktur Utama PT KA WISATA / President Director of PT KA WISATA	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Dwi Erni Ratnawati	Executive Vice President of Internal Audit	-	-	-
Idrus Fauzi	Executive Vice President of Rolling Stock Maintenance	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Muh. Saiful Alam	Executive Vice President of Technical Engineering and Rolling Stock Asset	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Character Building	21-23 November 2024 online training / November 21-23, 2024, online training	-
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Irwansyah	Executive Vice President UPT Balai Yasa Manggarai / Executive Vice President of Manggarai Railway Workshop Technical Implementation Unit	-	-	-
Faizal Muhtadi	Executive Vice President UPT Balai Yasa Yogyakarta / Executive Vice President of Yogyakarta Railway Workshop Technical Implementation Unit	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Deddy Hendrady	Executive Vice President UPT Balai Yasa Lahat / Executive Vice President of Lahat Railway Workshop Technical Implementation Unit	-	-	-
Mohamad Nurul Huda Dwi Santoso	Executive Vice President of Non-Railway Assets	New Special Directorship Program	29-30 Oktober 2024 di Jakarta, Indonesia / October 29-30, 2024, in Jakarta, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Raden Agus Dwinanto Budiadji	Executive Vice President of Corporate Secretary	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		BUMN Business Essentials Batch 2	26 Juni-5 September 2024 online training / June 26-September 5, 2024, online training	BUMN School of Excellence
		Panduan Praktis menjadi Government Relations Executive / Practical Guide to Becoming a Government Relations Executive	29-30 Oktober 2024 di Jakarta, Indonesia / October 29-30, 2024, in Jakarta, Indonesia	Kompas Institute
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Qualified Risk Governance Professional	23-24 Oktober 2024 di Bandung, Indonesia / October 23-24, 2024, in Bandung, Indonesia	CRMS
		Business Blindspots: Tackling Unseen Future Risk	18-19 Desember 2024 di Bali, Indonesia / December 18-19, 2024, in Bali, Indonesia	Markplus Indonesia
		Top Gun (BOD-1 Acceleration Development Program) Batch III	6-9 Oktober 2024 di Swiss / October 6-9, 2024, in Switzerland	BUMN School of Excellence
Yuskal Setiawan	Executive Vice President Divisi Regional III Palembang / Executive Vice President of Regional Division III Palembang	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	7-9 Juli 2024 di Bandung / July 7-9, 2024, in Bandung, Indonesia	-
		Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Januri	Executive Vice President Divisi Regional IV Tanjung Karang / Executive Vice President of Regional Division IV Tanjung Karang	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	7-9 Juli 2024 di Bandung / July 7-9, 2024, in Bandung, Indonesia	-
		Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Iwan Eka Putra	Executive Vice President Daerah Operasi 1 Jakarta / Executive Vice President of Operation Area 1 Jakarta	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		BUMN Business Essentials Batch 3	3 Oktober-13 November 2024 online training / October 3-November 13, 2024, online training	BUMN School of Excellence
		Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5	30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Wisnu Pramudyo	Executive Vice President Daerah Operasi 8 Surabaya / Executive Vice President of Operation Area 8 Surabaya	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Takdir Santoso	Executive Vice President Daerah Operasi 2 Bandung / Executive Vice President of Operation Area 2 Bandung	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	7-9 Juli 2024 di Bandung / July 7-9, 2024, in Bandung, Indonesia	-
		Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Purna Tugas / Retired	4-5 September 2024 di Bandung, Indonesia / September 4-5, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Daniel Johannes Hutabarat	Acting Executive Vice President Daerah Operasi 4 Semarang / Acting Executive Vice President of Operation Area 4 Semarang	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Bambang Respationo	Acting Executive Vice President Daerah Operasi 6 Yogyakarta / Acting Executive Vice President of Operation Area 6 Yogyakarta	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	7-9 Juli 2024 di Bandung / July 7-9, 2024, in Bandung, Indonesia	-
		Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Muh. Sahli	Executive Vice President of New Business Development and Strategic Projects	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Agus Setiyono	Executive Vice President of Ir. H. Djuanda Training and Education Centers	-	-	-
Ida Hidayati	Executive Vice President of Personnel Care, Control, and Development	BUMN Business Essentials Batch 1	14 Maret-14 Mei 2024 online training / March 14-May 14, 2024, online training	BUMN School of Excellence
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Fredri Firmansyah	Executive Vice President of Freight Marketing and Sales	New Special Directorship Program	24-25 Juli 2024 di Bandung, Indonesia / July 24-25, 2024, in Bandung, Indonesia	IICD
		Pelatihan & Sertifikasi Certified Risk Management Officer (CRMO) / Certified Risk Management Officer (CRMO) Training & Certification	30 Oktober 2024 di Jakarta, Indonesia / October 30, 2024, in Jakarta, Indonesia	RAP/RWI
		Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		BUMN Business Essentials Batch 3	3 Oktober-13 November 2024 online training / October 3-November 13, 2024, online training	BUMN School of Excellence
Ririn Widi Astutik	Acting Executive Vice President of Passenger Transport Marketing and Sales	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Certified Risk Executive Leader (CREL)	1-15 Oktober 2024 online training / October 1-15, 2024, online training	Pusat Pendidikan dan Pelatihan Pengawasan BPKP / Center for Supervision Education and Training of the Financial and Development Supervisory Agency
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Iqbal T Iskandar	Acting Executive Vice President of Operation Personnel	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	14-16 Agustus 2024 di Bandung / August 14-16, 2024, in Bandung	-
		Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Pelatihan Safety Inspect Sertifikat BNSP / BNSP Certificate Safety Inspection Training	7-10 Oktober 2024 / October 7-10, 2024	-
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Hendra Wahyono	Executive Vice President of Operation Management	New Special Directorship Program	29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Sukamto	Acting Executive Vice President of Track and Bridge	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Wahyu Cahyono	Executive Vice President of Signalling, Telecommunication, and Electricity	Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Jagatsyah Aminullah	Executive Vice President of Finance Consolidation	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Januar Parlindungan	Executive Vice President of Revenue and Cost Consolidation	BUMN Business Essentials Batch 2	26 Juni-5 September 2024 online training / June 26-September 5, 2024, online training	BUMN School of Excellence
		New Special Directorship Program	29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Albertus Indarko Wiyogo	Acting Executive Vice President of Information System	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025	28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Agus Sobari	Executive Vice President of Risk Management	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Mochamad Purnomosidi	Executive Vice President of Light Rail Transit Jabodebek	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Emanuel Kurniawan Kriswijayanto	Executive Vice President of Subsidiary Management	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Roni Komar	Executive Vice President of Strategic Business Planning and Investment	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3	28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Muhamad Abrar	Executive Vice President of Project Development	Building Sustainable Ventures	11-12 November 2024 online training / November 11-12, 2024, online training	Markplus Indonesia
		New Special Directorship Program	29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Yurish Wibawa	Executive Vice President of Non-Railway Assets Development	Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Endro Rahardjo	Deputy of Digital Transformation Office 1	-	-	-
Subandi	Deputy of Digital Transformation Office 2	Leading with Happiness	7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia	Institute of Leadership and Life Management
		New Special Directorship Program	29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5	30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Suryawan Putra Hia	Executive Vice President of Logistics	Bahasa Inggris Basic / Basic English	1 Februari-1 Maret 2024 di Bandung, Indonesia	Ferly Deda
		Building Sustainable Ventures	14-15 Oktober 2024 online training / October 14-15, 2024, online training	Markplus Indonesia
		Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2	27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Dicky Eka Priandana	Vice President Daerah Operasi 3 Cirebon	Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation	14-16 Agustus 2024 di Bandung / August 14-16, 2024, in Bandung, Indonesia	-
		Character Building	10-12 Agustus 2024 / August 10-12, 2024	-
		Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4	29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Strategic Leadership Development Program (SLDP)	16 Agustus-3 Desember 2024 / August 16-December 3, 2024	IPMI

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Location of Implementation	Penyelenggara / Organizer
Dominicus Agung Wawan Purnawan	Vice President Daerah Operasi 5 Purwokerto	New Special Directorship Program	29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia	IICD
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Mulyani	Vice President Daerah Operasi 7 Madiun	Asia HR Conference	2-3 September 2024 di Singapura / September 2-3, 2024, in Singapore	Mercer
		Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5	30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
Buntar Ris Wirawan	Vice President Daerah Operasi 9 Jember	Leader as Coach	26-27 Februari 2024 di Bandung, Indonesia / February 26-27, 2024, in Bandung, Indonesia	LOOP
		Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5	30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Strategic Leadership Development Program (SLDP)	3 Juni-26 September 2024 / June 3-September 26, 2024	IPMI
Sigit Winarto	Vice President of Safety	Leader as Coach	13-14 Mei 2024 di Bandung, Indonesia / May 13-14, 2024, in Bandung, Indonesia	LOOP
		Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1	26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia	Pusdiklat PT KAI / PT KAI Education and Training Center
		Strategic Leadership Development Program (SLDP)	16 Agustus-3 Desember 2024 / August 16-December 3, 2024	IPMI

Laporan Singkat Pelaksanaan Kegiatan Komite Eksekutif Tahun 2024

Di tahun 2024, Komite Evaluasi Jabatan telah melaksanakan tugas dan tanggung jawab dengan baik sesuai dengan rencana kerja yang telah disusun dan dijalankan dengan tetap mematuhi peraturan dan kebijakan perundang-undangan yang berlaku.

Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan merupakan organ yang mendukung Perseroan dalam mengelola hubungan antar organ Perseroan, hubungan antara Perseroan dengan seluruh pemangku kepentingan, serta pemenuhan Perseroan terhadap ketentuan peraturan perundang-undangan yang berlaku. Perseroan menetapkan Sekretaris Perusahaan sebagai fungsi yang berada satu tingkat di bawah Direksi. Penyelenggaraan fungsi Sekretaris Perusahaan dilakukan dengan mengangkat pejabat Sekretaris Perusahaan, sesuai kriteria dan ketentuan khusus yang berlaku bagi BUMN. Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama melalui persetujuan Dewan Komisaris, berdasarkan mekanisme internal Perseroan. Fungsi Sekretaris Perusahaan dipimpin oleh seorang Executive Vice President (EVP) of Corporate Secretary yang bertanggung jawab secara langsung kepada Direktur Utama.

Brief Report on the Implementation of the Executive Committee's Activities in 2024

In 2024, the Job Evaluation Committee performed its duties and responsibilities well in accordance with the work plan that had been prepared and implemented while still complying with applicable laws and regulations, and policies.

The Corporate Secretary is an organ that supports the Company in managing relationships between its internal organs, as well as between the Company and all stakeholders. The Corporate Secretary also ensures that the Company complies with applicable laws and regulations. This role is established one level below the Board of Directors. The Corporate Secretary function is carried out by appointing an official who meets the criteria and specific provisions applicable to State-Owned Enterprises (BUMN). The Corporate Secretary is appointed and dismissed by the President Director with the approval of the Board of Commissioners, in accordance with the Company's internal mechanisms. The Corporate Secretary function is led by an Executive Vice President (EVP) of Corporate Secretary, who reports directly to the President Director.

FUNGSI, TUGAS, DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki fungsi, tugas, dan tanggung jawab dengan perincian sebagai berikut:

1. Menyelenggarakan fungsi corporate office dalam hal pengelolaan informasi dan dokumen Perseroan, Corporate Social Responsibility, corporate public information and communication, corporate office, and board of Directors Administration & Protocol.
2. Memastikan kepatuhan atas pelaksanaan GCG melalui penerapan sistem pelaporan pelanggaran (*Whistle Blowing System*).
3. Memastikan Perseroan mematuhi ketentuan tentang persyaratan keterbukaan dan pengungkapan dalam Laporan Tahunan.
4. Memastikan penerapan kebijakan manajemen mutu dan pemantauan implementasi KPKU (Kriteria Penilaian Kinerja Unggul) di lingkungan Perseroan.
5. Mengintegrasikan dan mengkonsolidasikan unit organisasi di bawahnya.

FUNCTIONS, DUTIES, AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

The Corporate Secretary has the following functions, duties, and responsibilities:

1. Organizing corporate office functions related to managing the Company's information and documents, overseeing Corporate Social Responsibility, handling public information and communication, and administering board meetings and protocols.
2. Ensuring compliance with the implementation of Good Corporate Governance (GCG) through a Whistleblowing System.
3. Guaranteeing that the Company meets the stipulations regarding openness and disclosure requirements in the Annual Report.
4. Ensuring adherence to quality management policies and monitoring the implementation of the Excellent Performance Assessment Criteria (KPKU) within the Company.
5. Integrating and consolidating the organizational units under its purview.

PROFIL SEKRETARIS PERUSAHAAN

PROFILE OF THE CORPORATE SECRETARY

RADEN AGUS DWINANTO BUDIADJI Executive Vice President of Corporate Secretary	
Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian Citizen
Domisili / Domicile	Bandung
Tempat dan Tanggal Lahir / Place and Date of Birth	Purwokerto, 8 Agustus 1982 / Purwokerto, August 8, 1982
Usia / Age	42 tahun / 42 years old
Periode Menjabat / Term of Office	2023 - sekarang (Periode Pertama) / 2023 - present (First Period)
Dasar Hukum Penunjukan / Legal Basis of Appointment	Diangkat untuk pertama kalinya sebagai Plt EVP of Corporate Secretary PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) No. SK.U/KH.608/IV/1/SAP/KA-2023 tanggal 18 April 2023 / Appointed for the first time as Acting EVP of Corporate Secretary of PT Kereta Api Indonesia (Persero) based on the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/KH.608/IV/1/SAP/KA-2023 dated April 18, 2023
Riwayat Pendidikan / Educational Background	S1-Manajemen, Universitas Gadjah Mada (2006) / Bachelor's Degree in Management, 2006 University of Gadjah Mada
Sertifikasi / Certifications	Tidak ada / None
Pengalaman Kerja / Employment History	- Executive Vice President Daerah Operasi 6 Yogyakarta (11 Januari 2023-17 April 2023) / Executive Vice President District Operation 6 Yogyakarta (January 11, 2023 - April 17, 2023) - Corporate Deputy Director of Passenger Transport Marketing and Sales (17 Maret 2021-10 Januari 2023) / Corporate Deputy Director of Passenger Transport Marketing and Sales (March 17, 2021 - January 10, 2023) - Director Of Operation PT KA Pariwisata (PT Kereta Api Pariwisata) (17 Juli 2020-17 Maret 2020) / Director of Operation at PT KA Pariwisata (PT Kereta Api Pariwisata) (July 17, 2020 - March 17, 2020) - Deputy Executive Vice President Daerah Operasi 4 Semarang (11 Februari 2020-16 Juli 2020) / Deputy Executive Vice President District Operation 4 Semarang (February 11, 2020 - July 16, 2020) - Deputy Executive Vice President Daerah Operasi 3 Cirebon (23 Januari 2019-10 Februari 2020) / Deputy Executive Vice President District Operation 3 Cirebon (January 21, 2019 - February 10, 2020)
Rangkap Jabatan / Concurrent Position	Komisaris Utama PT KA Pariwisata (PT Kereta Api Pariwisata) / President Commissioner of PT KA Pariwisata (PT Kereta Api Pariwisata)

PENINGKATAN KOMPETENSI SEKRETARIS PERUSAHAAN

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh Sekretaris Perusahaan di tahun 2024 adalah sebagai berikut:

COMPETENCY IMPROVEMENT OF CORPORATE SECRETARY

Information on training and/or competency improvement attended by the Corporate Secretary in 2024 is as follows:

Tabel Kompetensi Sekretaris Perusahaan tahun 2024

Table of Corporate Secretary Competency Development in 2024

Pelatihan / Training	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Venue	Penyelenggara / Organizers
Top Gun (BoD-Acceleration Development Program) Batch III	EVP of Corporate Secretary	Direktur Utama / President Director	Jakarta	BUMN School of Excellence
Business Blind Spots : Tackling Unseen Future Risks	EVP of Corporate Secretary	Risiko Bisnis / Enterprise Risk	Bali	Markplus Institute
Qualified Risk Governance Professional	EVP of Corporate Secretary	Risiko Bisnis / Enterprise Risk	Jakarta	PT Cipta Raya Mekar Sahitya (CRMS)
Intensive Learning Session: Strategi Berelasi dengan Birokrasi dan Pemerintah: Panduan Praktis Menjadi Government Relation Executive / Intensive Learning Session: Strategy for Relating to Bureaucracy and Government: A Practical Guide to Becoming a Government Relations Executive	EVP of Corporate Secretary	Legal & Compliance	Jakarta	Kompas Institute
Safety Leadership	EVP of Corporate Secretary	System Management & Safety	Bandung	Synergy
BUMN Business Essentials Batch 2	EVP of Corporate Secretary	Digitalisasi & IT / Digitalization & IT	Jakarta	BUMN School of Excellence
Marketing 6.0	EVP of Corporate Secretary	Bisnis/Niaga/Pemasaran / Business/Commerce/Marketing	Jakarta	Markplus Institute

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2024

Di tahun 2024, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawab sebagai berikut:

- Menyelenggarakan dan mendokumentasikan Rapat Umum Pemegang Saham pada tahun 2024 yaitu:
 - Rapat Umum Pemegang Saham (RUPS) Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 yang diselenggarakan pada 29 Januari 2024.
 - Rapat Umum Pemegang Saham (RUPS) Laporan Manajemen Tahun 2023 PT Kereta Api Indonesia (Persero) yang diselenggarakan pada tanggal 28 Juni 2024.
- Menyelenggarakan dan menghadiri Rapat Direksi pada Tahun 2024 sebanyak 29 kali serta Rapat gabungan Direksi dengan Dewan komisaris pada tahun 2024 sebanyak 11 Kali.
- Menyelenggarakan dan menghadiri Rapat RKAP Tahun 2024 sebanyak 2 Kali.
- Menyelenggarakan dan menghadiri Rapat *Executive Commitee* dengan Direksi, Jajaran EVP dan Anak Perusahaan sebanyak 9 kali.

IMPLEMENTATION OF CORPORATE SECRETARY'S DUTIES IN 2024

In 2024, the Corporate Secretary has fulfilled the following duties and responsibilities:

- Organizing and documenting the General Meeting of Shareholders (GMS) for 2024, including:
 - General Meeting of Shareholders (GMS) to ratify the 2024 Company Work Plan and Budget (RKAP), held on January 29, 2024.
 - General Meeting of Shareholders (GMS) to submit the 2023 Management Report of PT Kereta Api Indonesia (Persero), held on June 28, 2024.
- Organizing and attending 29 Board of Directors meetings in 2024, along with 11 Joint Meetings between the Board of Directors and the Board of Commissioners.
- Organizing and attending 2 RKAP meetings in 2024.
- Organizing and attending 9 Executive Committee Meetings alongside the Board of Directors, Executive Vice Presidents (EVPs), and Subsidiaries.

5. Pembuatan hasil notulen rapat Direksi.
6. Mengkoordinasikan acara kunjungan dari eksternal ke PT KAI (Persero).
7. Melaksanakan kegiatan bersama Direksi yaitu Posko dan Cek Lintas Angkutan Natal dan Tahun Baru serta posko Angkutan Lebaran.
8. Melaksanakan kegiatan TJSL (Bina Lingkungan dengan Program KAI *Quick Respon*, KAI *DungMas*, KAI *Sehat Sejahtera*, KAI *EduFriend*, Beasiswa KAI, Pelatihan Sahabat Difabel, Beasiswa untuk Yayasan BUMN / Program Kolaborasi Bantuan Pendidikan KAI *Pling*, KAI *Sar-i*, KAI *Go Green*) mulai Januari hingga Desember 2024.
9. Melaksanakan Program TJSL insidentil Tahap I s.d IV mulai Januari hingga Desember 2024.
10. Menyelenggarakan Program Pendanaan UMK (PUMK).
11. Menyelenggarakan Kegiatan Pameran MIKA.
12. Menyelenggarakan Kegiatan MiKA Hasanah.
13. Menyelenggarakan Kegiatan MiKA *Next Class*.
14. Menyelenggarakan Kegiatan MiKA *Go Global*.
15. Mendukung Sosialisasi Keselamatan PERKA, Dukungan kegiatan anti pelecehan/kekerasan wanita di atas KA.
16. Melaksanakan kegiatan Bersih-Bersih Lingkungan (BBL).
17. Melaksanakan Kegiatan *Branding* Desa Binaan.
18. Melaksanakan kegiatan penatausahaan arsip surat-menyurat dinas, dan dokumen perusahaan lainnya, melakukan pemantauan penatausahaan dokumen daerah serta pengelolaan sarana telekomunikasi dan penatausahaan warta dinas. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen sebanyak 20.593 Dokumen.
19. Melaksanakan penatausahaan dokumen kepemilikan aset meliputi tanah, bangunan dinas dan rumah perusahaan, prasarana, jalan rel dan jembatan, serta sarana, sinyal, dan *rolling stock*. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen kepemilikan aset sebanyak 18.519 arsip.
20. Melakukan penatausahaan dokumen legal berupa *Memorandum of Understanding* (MoU), Kontrak/Perjanjian Kerja Sama, Surat Perjanjian dan Dokumen Legal lainnya. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen legal sebanyak 332.129 Dokumen.
21. Menerima kunjungan kearsipan dari berbagai instansi sebanyak 25 kali.
22. Melakukan kegiatan supervisi/pendampingan penataan dokumen ke unit-unit di Kantor Pusat, unit dokumen daerah dan unit pelayanan warta daerah sebanyak 21 kegiatan.
5. Preparing minutes for the Board of Directors meetings.
6. Coordinating external visits to PT KAI (Persero).
7. Participating in activities with the Board of Directors, including the Christmas and New Year Transportation Post and Eid Transportation Post.
8. Carrying out TJSL activities (Environmental Development) through various programs such as KAI Quick Response Program, KAI *DungMas*, KAI *Sehat Sejahtera*, KAI *EduFriend*, KAI Scholarships, training for disabled friends, scholarships for BUMN Foundations/KAI *Pling* Educational Assistance Collaboration Program, KAI *Sar-i*, and KAI *Go Green*, from January to December 2024.
9. Implementing the incidental TJSL program from Phase I to IV throughout January to December 2024.
10. Organizing the UMK Funding Program (PUMK).
11. Coordinating the MIKA Exhibition Activity.
12. Organizing the MiKA Hasanah Activity.
13. Coordinating the MiKA *Next Class* Activity.
14. Managing the MiKA *Go Global* Activity.
15. Supporting PERKA safety dissemination and activities aimed at preventing harassment and violence against women on trains.
16. Conducting Environmental Clean-up (BBL) activities.
17. Carrying out Foster Village Branding Activities.
18. Administering official correspondence archives and other company documents, monitoring regional document administration, managing telecommunications facilities, and overseeing the administration of official news. According to the 2024 performance report, document services amounted to 20,593 documents.
19. Managing the administration of asset ownership documents, including land, official buildings, company houses, infrastructure, railroads, bridges, as well as signals and rolling stock. Based on the 2024 performance report, asset ownership document services totaled 18,519 archives.
20. Administering legal documents, including Memorandums of Understanding (MoU), Cooperation Contracts/Agreements, Letters of Agreement, and other legal documents. According to the 2024 performance report, legal document services comprised 332,129 documents.
21. Received 25 visits from various agencies for archival purposes.
22. Conducted supervision and mentoring activities for document arrangement across units at the Head Office, regional document units, and regional news service units for a total of 21 activities.

23. Menjadi narasumber di instansi luar KAI Group sebanyak 6 kali.

24. Memastikan Kepatuhan Perusahaan atas Penerapan GCG dengan melakukan:

- a. Kegiatan Asesmen GCG, merupakan Pengukuran terhadap penerapan GCG dilakukan secara berkala setiap tahun. Pengukuran tahun kinerja 2024 dilakukan secara mandiri oleh *assessor* internal Perusahaan dengan hasil skor 93,59 predikat Sangat Baik.
- b. Kegiatan monitoring tindak lanjut rekomendasi *assessment* GCG, Hasil monitoring tindak lanjut rekomendasi *assessment* GCG kinerja 2023, pada tahun 2024 terdapat 40 rekomendasi yang diberikan oleh *assessor* Internal KAI (14 rekomendasi telah ditindaklanjuti dan 26 rekomendasi belum ditindaklanjuti).
- c. Kegiatan *Monitoring* Pengendalian Gratifikasi, dalam penyelenggaraan kegiatan monitoring pengendalian gratifikasi dan laporan gratifikasi yang telah diproses terdapat 2 laporan gratifikasi yang terdiri dari 2 penolakan dan 0 penerimaan gratifikasi.
- d. Kegiatan pengelolaan pelaporan dugaan pelanggaran (WBS), selama tahun 2024 terdapat 23 laporan terkait WBS yang telah diproses.
- e. Kegiatan monitoring kepatuhan penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Dari hasil monitoring penyampaian LHKPN periodik 2024 per tanggal 31 Maret 2024 diketahui kepatuhan penyampaian LHKPN sebesar 100% dari total Wajib Lapo LHKPN KAI sebanyak 1215 orang.
- f. Monitoring Kepatuhan Pedoman Perilaku (*Code of Conduct*). Insan KAI yang telah menandatangani pedoman perilaku sampai dengan 31 Desember 2024 adalah sebanyak 28123 orang (99,99%) dan 15 (0,01%) orang belum menandatangani Kepatuhan Pedoman Perilaku.
- g. Program implementasi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP), Perusahaan telah mendapatkan 4 (empat) sertifikat ISO 37001:2016 SMAP dengan ruang lingkup 20 Unit di Kantor Pusat yang mewakili seluruh Direktorat, Daop 3 Cirebon, Divre 3 Palembang dan Balai Yasa Manggarai. Barang dan Jasa.
- h. Sosialisasi GCG, Sosialisasi GCG pada tahun 2024 telah dilakukan sebanyak 22 kegiatan secara online dan *offline* kepada *Stakeholder* (Internal dan eksternal) dan sosialisasi rutin yang dilakukan melalui media internal Perusahaan setiap bulan.

23. Served as a resource person for agencies outside the KAI Group on 6 occasions.

24. Ensured company compliance with Good Corporate Governance (GCG) implementation by conducting the following activities:

- a. GCG Assessment Activities: These are measurements of GCG implementation carried out periodically each year. For the 2024 performance year, the measurement was conducted independently by the company's internal assessor, resulting in a score of 93.59 and a "Very Good" designation.
- b. Monitoring of GCG Assessment Recommendations: In 2024, there were 40 recommendations from the KAI internal assessor based on the 2023 performance evaluation. Of these, 14 recommendations have been followed up, while 26 remain unaddressed.
- c. Gratuity Control Monitoring Activities: In the implementation of gratuity control monitoring, 2 gratuity reports were processed, consisting of 2 rejections and 0 acceptances of gratuities.
- d. Management of Alleged Violations Reporting (WBS): During 2024, there were 23 WBS reports processed.
- e. Monitoring Compliance with the Submission of State Officials' Wealth Reports (LHKPN): As of March 31, 2024, compliance with the submission of LHKPN was 100% out of a total of 1,215 KAI LHKPN reporters.
- f. Monitoring Compliance with the Code of Conduct: As of December 31, 2024, 28123 personnel (99.99%) signed the Code of Conduct, while 15 personnel (0.01%) have not signed.
- g. ISO 37001:2016 Implementation Program on Anti-Bribery Management System (SMAP): The company has obtained 4 ISO 37001:2016 SMAP certificates, covering 20 units at the Head Office, representing all directorates, Daop 3 Cirebon, Divre 3 Palembang, and Balai Yasa Manggarai, Goods and Services.
- h. GCG Dissemination: In 2024, GCG dissemination activities were conducted 22 times, both online and offline, for stakeholders (internal and external), with routine dissemination conducted through the company's internal media every month.

25. Penerapan Sistem Manajemen Mutu dengan melakukan:
- Monitoring Implementasi SMM ISO 9001:2015 dilaksanakan melalui pendampingan implementasi di 6 Balai Yasa Sarana, 9 Daerah Operasi, 4 Divisi Regional, Unit *Corporate Document Management*, Unit Training and Education Ir. H. Djuanda, Unit CC 121, Balai Yasa Jembatan Kiaracondong, dan Balai Yasa Mekanik Cirebon Prujakan
 - Audit Mutu Internal ISO 9001:2015 dilaksanakan guna memastikan efektivitas penerapan Sistem Manajemen Mutu dan Kesiapan Unit dalam menghadapi Anti Mutu Eksternal guna mempertahankan sertifikat SMM ISO 9001:2015.
 - Pendampingan Audit Mutu Eksternal (Audit Sertifikasi, Audit Resertifikasi, Audit *Surveillance*) di 6 Balai Yasa Sarana, 9 Daerah Operasi, 4 Divisi Regional, Unit *Corporate Document Management*, Unit Training and Education IR. H. Djuanda, Unit CC 121, Balai Yasa Jembatan Kiaracondong, dan Balai Yasa Mekanik Cirebon Prujakan.
26. Melakukan Kegiatan Peningkatan Mutu dengan kegiatan beberapa hal antara lain:
- Menyenggarakan Kegiatan *Award Internal*, yaitu:
 - Innovation & Improvement Award* pada tanggal 26-28 Agustus 2024 dilaksanakan di Hotel Aston, Semarang dengan jumlah peserta final 53 Tim/124 Orang.
 - Mengikuti Kegiatan *Award Eksternal*, yaitu:
 - Keikutsertaan Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXVIII Tahun 2024 pada tanggal 17-30 November 2023 di Yogyakarta dengan mengirimkan 31 Orang/13 Tim dengan perolehan penghargaan 2 *Diamond*, 8 *Platinum* dan 3 *Gold* (range penilaian *Diamond* 94 - 100; *Platinum* 87 - 93,9; *Gold* 79-86,9; *Silver* 70 - 78,9; *Bronze* 60 - 69,9).
 - Keikutsertaan Kompetisi Inovasi Tingkat Internasional dalam ajang *International Quality and Productivity Convention* (IQPC) Tahun 2024 pada tanggal 9-12 SEPTEMBER 2024 di Manila dengan total 14 peserta/6 Tim dengan perolehan penghargaan 6 *Excellent* (range penilaian *Excellent* 90 - 100; *Outstanding* 80 - 89; *Admmirable* 70 - 79).
 - Keikutsertaan *SNI Award* dengan perolehan Anugerah Emas.
 - Kegiatan *Coaching* kepada perwakilan auditor internal SMM ISO 9001:2015 berasal seluruh Daop, Divre, Balai Yasa Sarana, Balai Yasa Prasarana, Kantor Pusat dan Unit USP.

25. Implementation of the Quality Management System:
- Monitoring of ISO 9001:2015 SMM: This was carried out through implementation assistance across 6 Balai Yasa Sarana, 9 Operational Areas, 4 Regional Divisions, the *Corporate Document Management* Unit, the Training and Education Unit (Ir. H. Djuanda), CC Unit 121, Kiaracondong Bridge Service Center, and Cirebon Prujakan Mechanic Service Center.
 - Internal Quality Audit for ISO 9001:2015: Conducted to ensure the effectiveness of the Quality Management System and unit readiness for external quality challenges, aiming to maintain the ISO 9001:2015 SMM certificate.
 - Assistance with External Quality Audits (Certification, Recertification, *Surveillance*): Provided assistance for audits across 6 Facilities Service Centers, 9 Operational Areas, 4 Regional Divisions, the *Corporate Document Management* Unit, the Training and Education Unit (Ir. H. Djuanda), CC Unit 121, Kiaracondong Bridge Service Center, and Cirebon Prujakan Mechanic Service Center.
26. Conducted quality improvement activities, including:
- Internal Award Activities:
 - Organized the *Innovation & Improvement Award* from August 26-28, 2024, at the Aston Hotel in Semarang, with 53 teams comprising 124 participants.
 - Participation in External Award Activities:
 - Engaged in the XXVIII National Quality and Productivity Work Meeting (TKMPN) in 2024, held from November 17-30 in Yogyakarta, sending 31 participants across 13 teams, earning 2 *Diamond*, 8 *Platinum*, and 3 *Gold* awards (*Diamond* assessment range: 94-100; *Platinum*: 87-93.9; *Gold*: 79-86.9; *Silver*: 70-78.9; *Bronze*: 60-69.9).
 - Took part in the *International Innovation Competition* at the 2024 *International Quality and Productivity Convention* (IQPC) from September 9-12 in Manila, achieving 6 *Excellent* awards (*Excellent* assessment range: 90-100; *Outstanding*: 80-89; *Admirable*: 70-79).
 - Participated in the *SNI Award*, receiving the *Gold Award*.
 - Coaching activities for representatives of internal auditors of ISO 9001:2015 from all Daop, Divre, Balai Yasa Sarana, Balai Yasa Infranasarana, Head Office, and USP Units.

27. Melaksanakan 6 aktivasi Internal.
28. Penerbitan 12 Edisi *E-Magz*.
29. Melaksanakan kerja sama dengan 23 media dan 5 komunitas media melalui program *partnership* dan *sponsorship*, dengan rincian 19 kerja sama dalam bentuk *partnership* dan 23 kerja sama dalam bentuk *sponsorship*.
30. Memproduksi 2 buku Perusahaan.
31. Melakukan penerbitan siaran pers sebanyak 444 judul.
32. Mengadakan 53 Kegiatan Media Relations.
33. Mengadakan 19 Kegiatan dengan Komunitas Pecinta KA.
34. Melayani 125 orang permintaan publik.
35. Memproduksi 169 Video Perusahaan.

27. Implemented 6 internal activations.
28. Published 12 editions of *E-Magz*.
29. Established cooperation with 23 media outlets and 5 media communities through partnership and sponsorship programs, detailing 19 partnerships and 23 sponsorships.
30. Produced 2 company books.
31. Conducted 444 press releases.
32. Conducted 53 Media Relations Activities.
33. Conducted 19 Activities with the Railway Enthusiast Community.
34. Conducted 19 Activities with the Railway Enthusiast Community.
35. Conducted 19 Activities with the Railway Enthusiast Community.

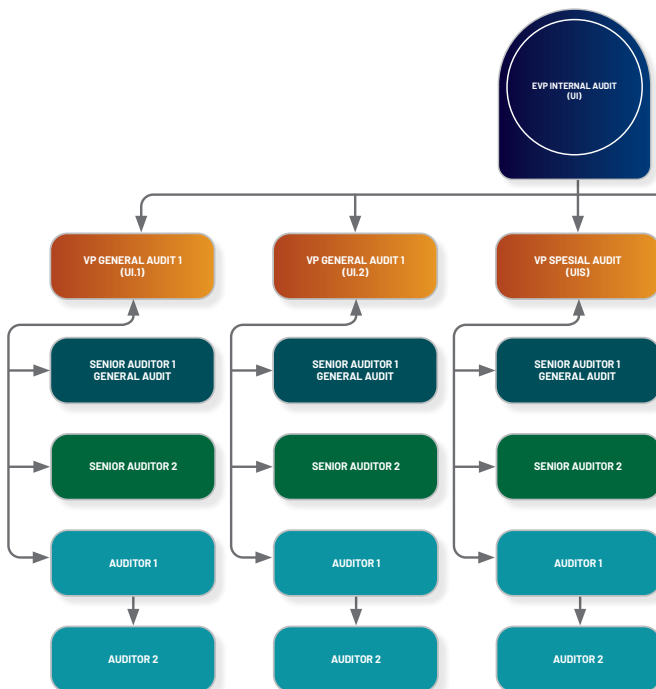
Divisi Internal Audit

Internal Audit Division

STRUKTUR ORGANISASI DIVISI INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) Nomor: KEP.U/ KO.104/V/4/KA-2016 Tanggal 26 Mei 2016 tentang Organisasi dan Tata Laksana Unit Internal Audit/Satuan Pengawasan Intern, Struktur Organisasi Unit Internal Audit adalah sebagai berikut:

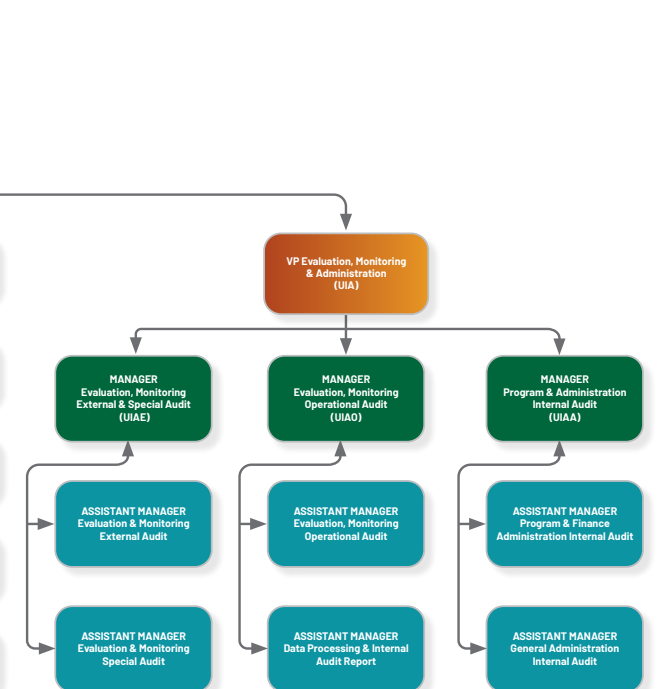
Struktur Divisi Internal Audit



ORGANIZATIONAL STRUCTURE OF THE INTERNAL AUDIT DIVISION

According to the Decree of the Board of Directors of PT KAI (Persero) Number: KEP.U/KO.104/V/4/KA-2016, dated May 26, 2016, regarding the Organization and Implementation of the Internal Audit Unit/Internal Supervisory Unit, the organizational structure of the Internal Audit Unit is as follows:

Internal Audit Division Organizational Structure



KEDUDUKAN DIVISI INTERNAL AUDIT DALAM STRUKTUR ORGANISASI

Berdasarkan Keputusan Direksi PT KAI (Persero) No. KEP.U/KO.104/V/4/KA-2016 tanggal 26 Mei 2016 tentang Organisasi dan Tata Laksana Unit Internal Audit/Satuan Pengawasan Intern, Divisi Internal Audit berkedudukan di Kantor Pusat Perseroan, yaitu di Bandung. Secara struktural, Divisi Internal Audit berada satu tingkat di bawah Direksi dan bertanggung jawab secara langsung kepada Direktur Utama.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA UNIT AUDIT INTERNAL

Mengacu pada Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Kepala Divisi Internal Audit diangkat dan diberhentikan dengan ketentuan sebagai berikut.

1. Divisi Internal Audit dipimpin oleh seorang Kepala SPI/ Executive Vice President yang diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan Dewan Komisaris.
2. Kepala Divisi Internal Audit bertanggung jawab secara struktural kepada Direktur Utama, dapat berkomunikasi dengan Direksi dan berkoordinasi dengan Komisaris melalui Komite Audit.

PIAGAM PENGAWASAN INTERNAL

Divisi Internal Audit sebagai Satuan Pengawas Intern Perseroan memiliki Piagam Internal Audit (Internal Audit Charter) sebagai dasar acuan bagi tujuan, kewenangan, dan tanggung jawab terkait aktivitas audit internal, yang ditetapkan berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024. Piagam Internal Audit berlaku sebagai pedoman yang menjelaskan posisi dan aktivitas Satuan Pengawasan Intern dalam organisasi, memberikan kewenangan akses terhadap catatan, personil, dan properti fisik yang relevan dengan praktik penugasan, serta mendefinisikan ruang lingkup aktivitas Satuan Pengawasan Internal.

Lebih dari itu, Piagam Pengawasan Intern memuat pengakuan terhadap eksistensi dan komitmen pemimpin atas fungsi Unit Audit Internal/Satuan Pengawasan Intern (SPI) pada PT Kereta Api Indonesia (Persero). Piagam Internal Audit KAI disusun dengan berdasarkan definisi audit internal, kode etik, *International standard for the Professional Practice of internal Auditing* yang ditertibkan International Audit Standard Board (IASB) The Institute of Internal Auditors (IIA).

POSITION OF THE INTERNAL AUDIT DIVISION IN THE ORGANIZATIONAL STRUCTURE

According to the Decree of the Board of Directors of PT KAI (Persero) No. KEP.U/KO.104/V/4/KA-2016, dated May 26, 2016, concerning the Organization and Implementation of the Internal Audit Unit/Internal Supervisory Division, the Internal Audit Division is located at the Company's Head Office in Bandung. Structurally, the Internal Audit Division operates one level below the Board of Directors and is directly accountable to the President Director.

APPOINTMENT AND DISMISSAL OF THE HEAD OF THE INTERNAL AUDIT UNIT

Referring to the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated 19 February 2024 concerning the Internal Audit Charter, the Head of the Internal Audit Division is appointed and dismissed with the following provisions.

1. The Internal Audit Division is led by a Head of SPI/ Executive Vice President, who is appointed and dismissed by the President Director upon obtaining approval from the Board of Commissioners.
2. The Head of the Internal Audit Division is structurally accountable to the President Director and can communicate with the Board of Directors and coordinate with the Commissioners through the Audit Committee.

INTERNAL AUDIT CHARTER

The Internal Audit Division as the Company's Internal Supervisory Unit has an Internal Audit Charter as a reference for the objectives, authorities, and responsibilities related to internal audit activities, which is stipulated based on the Decree of the Board of Directors of PT KAI (Persero) Number SK.U/KG.210/II/1/KA-2024 dated February 19, 2024. The Internal Audit Charter serves as a guideline that explains the position and activities of the Internal Audit Unit in the organization, provides authority to access records, personnel, and physical property relevant to assignment practices, and defines the scope of the Internal Audit Unit's activities.

Furthermore, the Internal Audit Charter contains an acknowledgement of the existence and commitment of the leader to the function of the Internal Audit Unit/Internal Audit Unit (SPI) at PT Kereta Api Indonesia (Persero). The KAI Internal Audit Charter is prepared based on the definition of internal audit, code of ethics, International Standard for the Professional Practice of Internal Auditing which is regulated by the International Audit Standard Board (IASB) The Institute of Internal Auditors (IIA).

Dalam piagam Internal Audit KAI memuat butir-butir sebagai berikut:

1. Visi, Misi, Fungsi, dan Ruang Lingkup;
2. Struktur, Kedudukan, dan Hubungan Kerja;
3. Tanggung Jawab, Kewenangan, dan Larangan;
4. Independensi, Objektivitas, dan Profesional;
5. Kode Etik; dan
6. Program pengembangan dan peningkatan kualitas kepercayaan dan Lain-Lain

TUGAS DAN TANGGUNG JAWAB INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Divisi Audit Internal memiliki tanggung jawab adalah sebagai berikut:

1. Merencanakan dan melaksanakan aktivitas audit internal, mencakup pemberian keyakinan dan masukan dengan penekanan pada aktivitas yang mempunyai risiko tinggi.
2. Mengembangkan sistem untuk memantau proses tindak lanjut atas aktivitas audit internal.
3. Melaporkan secara periodik atas aktivitas audit internal kepada Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Memastikan bahwa sumber daya Unit Internal Audit telah sesuai, memadai, dan dapat digunakan secara efektif dalam rangka pencapaian rencana yang telah ditetapkan.
5. Mengembangkan *quality assurance and improvement program* (QAIP) sebagai evaluasi kesesuaian aktivitas audit internal terhadap Standar IIA dan Kode Etik Internal Auditor.
6. Melakukan koordinasi dengan auditor eksternal dan penyedia jasa asuransi lainnya, untuk mencapai hasil yang komprehensif dan optimal.

KEWENANGAN INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Divisi Internal Audit memiliki wewenang untuk:

1. Melakukan aktivitas audit internal terhadap semua unit kerja perusahaan, dan/atau anak perusahaan, sesuai tata kelola yang baik (*good governance*).
2. Melakukan aktivitas audit khusus/investigatif terhadap unsur kegiatan yang terindikasi *fraud* dan melanggar *code of conduct*.
3. Mengakses seluruh data dan informasi yang relevan tanpa pembatasan tentang Perusahaan, dan/atau anak perusahaan, termasuk meminta keterangan kepada semua pekerja terkait.

The KAI Internal Audit Charter includes the following points:

1. Vision, Mission, Functions, and Scope;
2. Structure, Position, and Working Relationship;
3. Responsibilities, Authorities, and Restrictions;
4. Independence, Objectivity, and Professionalism;
5. Code of Conduct; and
6. Quality development, improvement programs, and other related matters.

DUTIES AND RESPONSIBILITIES OF INTERNAL AUDIT

Based on the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated February 19, 2024 concerning the Internal Audit Charter, the Internal Audit Division has the following responsibilities:

1. Planning and executing internal audit activities, emphasizing high-risk areas and providing assurance and input.
2. Developing a system to monitor the follow-up process for internal audit activities.
3. Reporting periodically on internal audit activities to the Board of Directors, Board of Commissioners, and/or Audit Committee.
4. Ensuring that the resources of the Internal Audit Unit are sufficient, appropriate, and used effectively to achieve the established plan.
5. Developing a Quality Assurance and Improvement Program (QAIP) to evaluate the conformity of internal audit activities with IIA Standards and the Internal Auditor Code of Conduct.
6. Coordinating with external auditors and other service providers to achieve comprehensive and optimal results.

INTERNAL AUDIT AUTHORITY

Based on the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated February 19, 2024 concerning the Internal Audit Charter, the Internal Audit Division has the authority to:

1. Conduct internal audits across all company work units and subsidiaries in line with good governance practices.
2. Perform special or investigative audits on activities suspected of fraud or violations of the code of conduct.
3. Access all relevant data and information without limitations regarding the company or its subsidiaries, including the ability to request information from all related personnel.

4. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. 5. Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. 6. Melakukan koordinasi dengan pihak eksternal, termasuk regulator dan/atau auditor eksternal. 7. Meminta atau mendapatkan bantuan tenaga ahli/profesional, jika dianggap perlu, baik dari dalam maupun dari luar perusahaan. 8. Mengikuti rapat yang bersifat strategis tanpa memiliki hak suara.	4. Communicate directly with the Board of Directors, Board of Commissioners, and/or Audit Committee. 5. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee. 6. Coordinate with external parties, such as regulators and external auditors. 7. Seek or obtain assistance from experts or professionals, if necessary, from both within and outside the Company. 8. Attend strategic meetings without the right to vote.

PROFIL EVP INTERNAL AUDIT

PROFILE OF INTERNAL AUDIT EVP

DWI ERNI RATNAWAT Executive Vice President of Internal Audit	
Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Bogor
Tempat dan Tanggal Lahir / Place and Date of Birth	Pekalongan, 2 Oktober 1968 / Pekalongan, October 2, 1968
Usia / Age	56 tahun / 56 years old
Periode Menjabat / Term of Office	Juli 2018 – 31 Oktober 2024 / July 2018 – October 31, 2024
Dasar Hukum Penunjukan / Legal Basis of Appointment	SK.U/KH.608/VII/33/SAP/KA2018, tanggal 12 Juli 2018 / SK.U/KH.608/VII/33/SAP/KA2018, tanggal July 12, 2018
Riwayat Pendidikan / Educational Background	- S2-Manajemen Keuangan Universitas Satyagama (2000) / Master's Degree of Financial Management at University of Satyagama (2000) - S1-Akuntansi, Universitas Padjadjaran (1993) / Bachelor's Degree in Accounting at University of Padjadjaran (1993)
Sertifikasi / Certifications	CA (Chartered Accountant)
Pengalaman Kerja / Employment History	- EVP Internal Audit PT KAI (Juli 2018-sekarang) / EVP Internal Audit PT KAI (July 2018 - Present) - EVP Daerah Operasi 4 Semarang PT KAI (April-Juli 2018) / EVP District Operation 4 Semarang PT KAI (April - July 2018) - EVP Daerah Operasi 3 Cirebon PT KAI (Januari-April 2018) / EVP District Operation 3 Cirebon PT KAI (January - April 2018) - EVP Daerah Operasi 5 Purwokerto PT KAI (Juli 2016-Januari 2018) / EVP District Operation 5 Purwokerto PT KAI (July 2016 - January 2018) - Deputy EVP Daerah Operasi 6 Yogyakarta PT KAI (April-Juli 2016) / Deputy EVP District Operation 6 Yogyakarta PT KAI (April - July 2016) - CDD Training and Education PT KAI (Maret-April 2016) / CDD Training and Education PT KAI (March - April 2016) - EVP Training and Education IR.H.Djuanda PT KAI (Februari-Maret 2016) / EVP Training and Education IR.H.Djuanda PT KAI (February - March 2016) - EVP Internal Audit PT KAI (Agustus 2014-Februari 2016) / EVP Internal Audit PT KAI (August 2014 - February 2016) - Kasubaud Jatim III Perwakilan Jatim-BPK RI (Mei 2013-Juni 2014) / Kasubaud Jatim III Jatim Representative - BPK RI (May 2013 - June 2014)
Rangkap Jabatan / Concurrent Position	Tidak ada / None

MUHAMAD NURUL HUDA DWI SANTOSO* PYMT EVP Internal Audit / PYMT EVP Internal Audit	
Kewarganegaraan / Citizenship	Warga Negara Indonesia / Indonesian
Domisili / Domicile	Jakarta
Tempat dan Tanggal Lahir / Place and Date of Birth	Blitar, 5 Juni 1973 / Blitar, June 5, 1973
Usia / Age	52 tahun / 52 years old

Periode Menjabat / Term of Office	- SPPT PYMT EVP Internal Audit (23 September-31 Oktober 2024) / Internal Audit SPPT PYMT EVP (September 23-October 31, 2024) - SPPT PYMT EVP Internal Audit (1 November-30 November 2024) / Internal Audit SPPT PYMT EVP (November 1-November 30, 2024) - SPPT PYMT EVP Internal Audit (1 Desember-31 Desember 2024) / Internal Audit SPPT PYMT EVP (December 1-December 31, 2024)
Dasar Hukum Penunjukan / Legal Basis of Appointment	- SPPT PYMT No. KL.502/IX/29/KA-2024, tanggal 27 September 2024 / SPPT PYMT No. KL.502/IX/29/KA-2024, dated September 27, 2024 - SPPT PYMT No. KL.502/XI/2/KA-2024, tanggal 1 November 2024 / SPPT PYMT No. KL.502/XI/2/KA-2024, dated November 1, 2024 - SPPT PYMT No. KL.502/XII/1/KA-2024, tanggal 5 Desember 2024 / SPPT PYMT No. KL.502/XII/1/KA-2024, dated December 5, 2024
Riwayat Pendidikan / Educational Background	S2 – Hukum, di Universitas Padjadjaran (2003) / Master of Law at Universitas Padjadjaran (2003)
Sertifikasi / Certifications	- Qualified Internal Auditor (QIA) - IQ-LA - Chartered Accountant (CA) - Certified Fraud Examiner (CFE)
Pengalaman Kerja / Employment History	- Executive Vice President Of Non Railway Assets (17 Maret 2024-present) / Executive Vice President of Non-Railway Assets (March 17, 2024 – present) - Executive Vice President Of Non Railway Assets (01 Januari 2023-16 Maret 2024) / Executive Vice President of Non-Railway Assets (January 1, 2023 – March 16, 2024) - Corporate Deputy Director Of Non Railway Assets (17 Maret 2021-31 Desember 2022) / Corporate Deputy Director of Non-Railway Assets (March 17, 2021 – December 31, 2022) - Executive Vice President Daerah Operasi 4 Semarang (23 Januari 2019-16 Maret 2021) / Executive vice President of Operational Area 4 Semarang (January 23, 2019 – March 16, 2021) - Vice President Daerah Operasi 5 Purwokerto (12 Juli 2018-22 Januari 2019) / Vice President of Operational Area 5 Purwokerto (July 12, 2018 – January 22, 2019) - Executive Vice President Internal Audit (2 Agustus 2016-11 Juli 2018) / Executive Vice President of Internal Audit (August 2, 2016 – July 11, 2018) - Pjs Executive Vice President Internal Audit (14 Juni 2014-12 Oktober 2014) / Acting Executive Vice President of Internal Audit (June 14, 2014 – October 12, 2014) - Vice President Quality Assurance And Good Corpora (21 Mei 2014-1 September 2014) / Vice President of Quality Assurance and Good Corporate Governance (May 21, 2014 – September 1, 2014) - Staf Utama Direktur Utama (20 Mei 2014-20 Mei 2014) / Main Staff of the President Director (May 20, 2014-May 20, 2014)
Rangkap Jabatan / Concurrent Position	PYMT EVP Internal Audit / Internal Audit PYMT EVP

*) Menjabat per 31 Oktober-31 Desember 2024 / Started serving on October 31, December 31, 2024

KOMPOSISI PERSONIL DIVISI AUDIT INTERNAL

Hingga 31 Desember 2024, Divisi Internal Audit memiliki personil sejumlah 117 orang terdiri dari 19 orang pekerja struktural dan pelaksana serta 40 auditor. Informasi komposisi personil Unit Audit Internal adalah sebagai berikut:

INTERNAL AUDIT DIVISION PERSONNEL COMPOSITION

As of December 31, 2024, the Internal Audit Unit has 58 personnel consisting of 18 structural and implementing workers and 40 auditors. Information on the composition of the Internal Audit Unit personnel is as follows:

Tabel Komposisi Personil Unit Audit Internal

Table of Internal Audit Unit Personnel Composition

No	Jabatan	Jumlah Pekerja				Total
		Evaluation, Monitoring, and Administration	General Audit 1	General Audit 2	Special Audit	
1	EVP	1	0	0	0	1
2	VP	1	1	1	1	4
3	Manager	3	0	0	0	3
4	Specialist	6	0	0	0	6
5	Pelaksana	4	0	0	0	4
Jumlah / Total		15	1	1	1	18
6	Senior Auditor 1	0	2	4	4	10
7	Senior Auditor 2	0	4	4	3	11

No	Jabatan	Jumlah Pekerja				Total
		Evaluation, Monitoring, and Administration	General Audit 1	General Audit 2	Special Audit	
8	Auditor 1	0	2	6	3	11
9	Auditor 2	0	4	2	2	8
Jumlah / Total		0	12	16	12	40
Total		15	13	17	13	58

SERTIFIKASI PROFESI PERSONIL UNIT AUDIT INTERNAL

Hingga 31 Desember 2024, sertifikasi profesi personil Unit Audit Internal adalah sebagai berikut:

Tabel Sertifikasi Profesi Personil Unit Audit Internal

INTERNAL AUDIT UNIT PERSONNEL PROFESSIONAL CERTIFICATION

As of December 31, 2024, the professional certification of Internal Audit Unit personnel is as follows:

Table of Internal Audit Unit Personnel Professional Certification

Sertifikasi / Certification	Jumlah Peserta / Total Participants	Waktu Pelaksanaan / Time
Sertifikasi YPIA: / YPIA Certifications		
a. Tingkat Manajerial / Managerial Level	1	18-27 Maret 2024 / March 18-27, 2024
b. Wisuda QIA / QIA Graduation	2	4-5 Desember 2024 / December 4-5, 2024
Qualified Risk Management Officer (ORMO)	13	6-8 & 13 Mei 2024 / May 6-8 & 13, 2024
	10	2-4 & 9 Desember 2024 / December 2-4 & 9, 2024
Chartered Accountant (CA)	2	Juli - September 2024 / July - September 2024
Certified Anti Fraud Manager (CAFM)	2	30-31 Oktober 2024 / October 30-31, 2024
National Certification for Trainer (NCT)	8	29-30 Oktober 2024 / October 29-30, 2024
Certified Profesional Governance, Risk Management & Compliance (CPGRC)	34	9-10 November 2024 / November 9-10, 2024
Pelatihan berkaitan basis digital & teknologi informasi untuk audit: / Training related to digital base & information technology for audit:		
a. Pelatihan Auditing & Monitoring IT General Control / IT General Control Auditing & Monitoring Training	6	20 Maret 2024 / March 20, 2024
b. In House Training Pelatihan Teknik Pengolahan Data (Big Data) untuk Analisa dan Audit Menggunakan Aplikasi Audit Command Language (ACL) Data Analyst / In House Training Data Processing Techniques Training (Big Data) for Analysis and Audit Using Audit Command Language (ACL) Application Data Analyst	12	20-21 Maret 2024 / March 20-21, 2024
c. Pelatihan Class IT Auditing "IT Auditing for Internal Auditor: Theory and Practice" / IT Auditing Class Training "IT Auditing for Internal Auditors: Theory and Practice"	20	5 Oktober 2024 / October 5, 2024
Pelatihan Penilaian Risk Maturity Index (RMI) / Risk Maturity Index (RMI) Assessment Training	1	8 Maret 2024 / March 8, 2024
Pelatihan Mengenal Internal Control over Financial Reporting (ICoFR) / Internal Control over Financial Reporting (ICoFR) Training	8	26-27 Juli 2024 / July 26-27, 2024
Seminar/Workshop terkait audit: / Audit related seminars/workshops:		
a. Konferensi Audit Internal/Seminar Nasional Internal Audit / Internal Audit Conference/National Internal Audit Seminar	3	10-11 Juli 2024 / July 10-11, 2024

Sertifikasi / Certification	Jumlah Peserta / Total Participants	Waktu Pelaksanaan / Time
b. Workshop Nasional "Aspek Hukum dan Antisipasi Pemeriksaan Oleh BPK Atas Pengelolaan Keuangan Menuju WTP Oleh BPK Dalam Mencegah Tindak Korupsi, Metode Teknik Assesment Resiko Kecurangan Bagi BUMN, BUMD, PMA Dan Perbankan Dalam Pemberantasan TPPU" / National Workshop "Legal Aspects and Anticipation of Audit by BPK on Financial Management Towards WTP by BPK in Preventing Corruption, Technical Method of Fraud Risk Assessment for BUMN, BUMD, PMA and Banking in Eradicating TPPU"	1	21-22 November 2024 / November 21-22, 2024
c. Workshop Bincang SPI 2024 " SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan" / Workshop Bincang SPI 2024 " SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan"	2	28-29 November 2024 / November 28-29, 2024
d. Seminar Nasional Internal Audit (SNIA) 2024 tema " Cultural Transformation: Integrating ESG, Cyber Security And Innovative Risk Management" / The 2024 National Seminar on Internal Audit (SNIA) has the theme "Cultural Transformation: Integrating ESG, Cyber Security and Innovative Risk Management"	3	4-5 Desember 2024 / December 4-5, 2024

RAPAT UNIT AUDIT INTERNAL

Di tahun 2024, Divisi Internal Audit telah menyelenggarakan rapat gabungan bersama Direksi, Dewan Komisaris dan/atau Komite Audit sejumlah 7 (tujuh) kali rapat sebagai berikut:

INTERNAL AUDIT UNIT MEETINGS

In 2024, the Internal Audit Division held 7(seven) joint meetings with the Board of Directors, Board of Commissioners and/or Audit Committee as follows:

Tabel Rapat Divisi Internal Audit tahun 2024

Table of Internal Audit Division Meeting in 2024

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
1	26 Januari 2024 / January 26, 2024	- Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan IV 2023 dan di Tahun 2023 secara keseluruhan; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter IV 2023 and in 2023 as a whole; - Termasuk progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham. / Including progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations. - Piagam Internal Audit yang telah direvisi. / Revised Internal Audit Charter.	- Komite Audit / Audit Committee - Jajaran Internal Audit / Internal Audit Team
2	13 Februari 2024 / February 13, 2024	Persiapan yang telah dan akan dilakukan agar ICOFR diagnostic review ini dapat dijalankan sesuai dengan tenggat waktu yang ditetapkan oleh K-BUMN. / Preparations have been and will be made so that the ICOFR diagnostic review can be carried out in accordance with the deadline set by K-BUMN.	- Komite Audit / Audit Committee - Jajaran Keuangan / Finance Team - Jajaran Internal Audit / Internal Audit Team
3	20 Februari 2024 / February 20, 2024	Progress update persiapan penunjukkan konsultan independen untuk melakukan diagnostic review ICOFR untuk KAI. / Progress update on preparations for the appointment of an independent consultant to conduct a diagnostic review of ICOFR for KAI.	- Komite Audit / Audit Committee - Jajaran Keuangan / Finance Team - Jajaran Internal Audit / Internal Audit Team
4	22 Mei 2024 / May 22, 2024	- Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan I 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter I 2024; - Temuan-temuan yang signifikan; / Significant findings; - progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations;	- Komite Audit / Audit Committee - Jajaran Internal Audit / Internal Audit Team
5	30 Juli 2024 / July 30, 2024	- pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan II 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter II 2024; - temuan-temuan yang signifikan; / Significant findings; - progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations; - Dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / And others that are deemed necessary to be discussed with the Audit Committee	- Komite Audit / Audit Committee - Jajaran Internal Audit / Internal Audit Team

No	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
6	11 September 2024 / September 11, 2024	- Pemaparan tentang progress pemeriksaan-pemeriksaan BPK yang sedang berjalan; / Explanation of the progress of ongoing BPK audits; - Update terkini terkait progress status tanggapan Dewan Komisaris/Direksi atas KHP dan/atau konsep temuan yang pernah dimintakan, seperti: (1) terkait LRT; (2) terkait tarif batubara; (3) terkait denda TAC, dan lain-lainnya (jika ada dan relevan); / The latest update regarding the progress of the status of the Board of Commissioners/ Board of Directors' responses to the KHP and/or concept of findings that have been requested, such as: (1) related to LRT; (2) related to coal tariffs; (3) related to TAC fines, and others (if any and relevant); - Langkah berikutnya yang akan dilakukan oleh: (1) UI/SPI; (2) Direksi atas kedua point diatas; / The next steps to be taken by: (1) UI/SPI; (2) Board of Directors for the two points above; - dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit dan.atau yang perlu dieskalasi kepada Dewan Komisaris. / And others that are deemed necessary to be discussed with the Audit Committee and/or that need to be escalated to the Board of Commissioners.	- Komite Audit / Audit Committee - Jajaran Keuangan / Finance Team - Jajaran Operasi/ Angkutan Barang / Operations/Freight Transport Line - Jajaran Internal Audit / Internal Audit Team
7	23 Oktober 2024 / October 23, 2024	- Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan III 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter III 2024; - Temuan-temuan yang signifikan; / Significant findings; - Progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and aspirations of Shareholders; - Progress update pemeriksaan BPK yang sedang berjalan dan/atau masih terbuka (outstanding)/ Progress update of ongoing and/or still open (outstanding) BPK audits - dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / And others that are deemed necessary to be discussed with the Audit Committee	- Komite Audit / Audit Committee - Jajaran Internal Audit / Internal Audit Team

PROGRAM PENINGKATAN KOMPETENSI UNIT AUDIT INTERNAL

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh Divisi Unit Audit Internal di tahun 2024 adalah sebagai berikut:

INTERNAL AUDIT UNIT COMPETENCY DEVELOPMENT PROGRAM

Information on training and/or competency development attended by the Internal Audit Unit in 2024 is as follows:

Tabel Kompetensi Komite Evaluasi Jabatan tahun 2024

Table of Job Evaluation Committee Competency Development in 2024

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
Daniel Setyo Budi	Senior Auditor 1	Sertifikasi QIA Tingkat Manajerial / QIA Managerial Level Certification	18 - 27 Maret 2024 (online) / March 18-27, 2024 (online)	Yayasan Pendidikan Internal Audit / Internal Audit Education Foundation
1. Ari Sulistyasih 2. Riang Ardiansyah Ghofar 3. Prayitno 4. Paulus Satria Endragian 5. Mohammad Safrurrisa 6. Nasheh Uluwan 7. Mochamad Rizky Pratama Adinegara 8. Ismail Hasan 9. Adin Muhammad Jamaluddin Saify 10. Imam Nur Haryanto 11. Akmal Fachrizal 12. Fajar Trasmoyo Jati 13. Ayu Suryani	Senior Auditor 1, Senior Auditor 2, Auditor 2	Sertifikasi Qualified Risk Managemet Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification	6-8 Mei, 13 Mei 2024 (online) / May 6-8, May 13, 2024 (online)	Center for Risk Management & Sustainability (CRMS)
1. Sri Tyas Sadewo 2. Ari Sulustyasih	Senior Auditor 1	Sertifikasi Chartered Accountant (CA) / Chartered Accountant (CA) Certification	Juli-September 2024 (online) / July-September 2024 (online)	Ikatan Akuntan Indonesia (IAI) / Indonesian Institute of Accountants (IAI)
1. Aulia Hafiizh 2. Robby Harris Darmawan	Senior Auditor 1, Senior Auditor 2	Sertifikasi CAFM (Certified Anti Fraud Manager) / CAFM (Certified Anti Fraud Manager) Certification	30-31 Oktober 2024 (Hotel Le Meridien Jakarta) / October 30-31, 2024 (Hotel Le Meridien, Jakarta)	Asia Anti Fraud Manajemen (AAFM) / Asia Anti Fraud Management (AAFM)

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
1. Ari Ahmad Anwari 2. Imam Suryono 3. Muhammad Ary Wicaksono 4. Kusmiyati 5. Susi Herawati 6. David Candra 7. Ridha Ilmiah 8. Loynda Yonando	Manager, Specialist, Senior Auditor 1, Senior Auditor 2, Auditor 1	National Certification for Trainer (NCT)	29-30 Oktober 2024 (online) / October 29-30, 2024 (online)	Sahabat Karir Indonesia (SKI) / Indonesian Career Friend (SKI)
1. Yansen Fictor Pangaribuan 2. Riang Ardiansyah Ghofar 3. Itep Kustiana 4. Dwi Astuti Nur Safitri K. 5. Nasheh Uluwan 6. Ismail Hasan 7. Fauziah Ulfa 8. Dini Oktaviani Putri 9. Mega Yulita 10. Prayitno 11. Rizka Insani 12. Fakhrrur Rozi Nasution 13. Achmad Alwy Sofyan 14. Paulus Satria Endragian 15. Gilang Febriawan 16. Adin Muhammad Jamaluddin Saify 17. Mochamad Rizky Pratama Adinegara 18. Sahid Putra Isnain Cahya Ardy 19. Dani Mukhlis Susanto 20. Soraya Khairunnisa 21. Billy Destavian 22. Mohammad Safrurriza 23. Monica Tri Lestari 24. Imam Nur Haryanto 25. Akmal Fachrizal 26. Fajar Trasmoyo Jati 27. Susan Arimbi 28. Zunaedi 29. Ari Ahmad Anwari 30. Susi Herawati 31. Kusmiyati 32. Irma Estiyani 33. Megi Irawan 34. Ririn Triyutami Rufianti	Manager, Specialist, Senior Auditor 1, Senior Auditor 2, Auditor 1, Auditor 2	Certified Profesional Governance, Risk Management & Compliance (CPGRC)	9-10 November 2024 (online) / November 9-10, 2024 (online)	Revolution Mind Indonesia (RMI)
1. Ari Ahmad Anwari 2. Megi Irawan 3. Zunaedi 4. Dani Mukhlis Susanto 5. Sahid Putra Isnain Cahya Ardy 6. Susan Arimbi 7. Kusmiyati 8. Susi Herawati 9. Fauziah Ulfa 10. Dini Oktaviani Putri	Manager, Specialist, Auditor 2	Sertifikasi Qualified Risk Management Officer (QRMO) / Qualified Risk Management Officer (QRMO) Certification	2-4, 9 Desember 2024 / December 2-4, 9, 2024	Center for Risk Management & Sustainability (CRMS)

REALISASI PENDIDIKAN DAN SEMINAR TAHUN 2024

Realisasi kegiatan pendidikan dan seminar yang diikuti oleh personil Divisi Audit Internal untuk tahun 2024 adalah sebagai berikut:

REALIZATION OF EDUCATION AND SEMINAR IN 2024

The realization of education and seminar activities attended by Internal Audit Division personnel for 2024 is as follows:

Tabel Realisasi Pendidikan dan Seminar tahun 2024

Table of Education and Seminar Realization in 2024

No	Diklat/Seminar/Workshop / Training/Seminar/Workshop	Jadwal Pelaksanaan / Schedule		Penyelenggara / Organizer	Keterangan / Description
		Tanggal / Date	Tempat / Venue		
TRIWULAN I / QUARTER I					
1	Pelatihan Penilaian Risk Maturity Index (RMI)	8 Maret 2024 / March 8, 2024	online	PT Pendidikan Maritim dan Logistik Indonesia (PT PMLI)	1 Peserta / 1 Participant
2	Auditing & Monitoring IT General Control	20 Maret 2024 / March 20, 2024	online	FKSPI Jabar Banten	6 Peserta / 6 Participants
3	Sertifikasi QIA Tingkat Manajerial / QIA Managerial Level Certification	18 - 27 Maret 2024 / March 18-27, 2024	online	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)	1 Peserta / 1 Participant

No	Diklat/Seminar/Workshop / Training/Seminar/Workshop	Jadwal Pelaksanaan / Schedule		Penyelenggara / Organizer	Keterangan / Description
		Tanggal / Date	Tempat / Venue		
4	In House Training Pelatihan Teknik Pengolahan Data (Big Data) untuk Analisa dan Audit Menggunakan Aplikasi Audit Command Language (ACL) Data Analyst / In House Training Data Processing Techniques Training (Big Data) for Analysis and Audit Using Audit Command Language (ACL) Application Data Analyst	20 - 21 Maret 2024 / March 20-21, 2024	Ruang Rapat Divisi UI Gedung D3 It.2 (offline)	Lembaga Pendidikan PT Rizqallah Boer Makmur (PT RBM) / PT Rizqallah Boer Makmur (PT RBM) Educational Institution	12 Peserta / 12 Participants
TRIWULAN II / QUARTER II					
1	Sertifikasi Qualified Risk Managemet Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification	6-8 Mei, 13 Mei 2024 / May 6-8, May 13, 2024	online	Center for Risk Management & Sustainability (CRMS)	13 Peserta / 13 Participatns
TRIWULAN III / QUARTER III					
1	Konferensi Audit Internal/Seminar Nasional Internal Audit / Internal Audit Conference/National Internal Audit Seminar	10-11 Juli 2024 / July 10-11, 2024	Hotel Tentrem Yogyakarta	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)	3 Peserta / 3 Participants
2	Sertifikasi Chartered Accountant (CA) / Chartered Accountant (CA) Certification	Juli-September 2024 / July-September 2024	online	Ikatan Akuntan Indonesia (IAI) / Indonesian Institute of Accountants (IAI)	2 Peserta / 2 Participants
3	Pelatihan Mengenal Internal Control over Financial Reporting (ICoFR) / Internal Control over Financial Reporting (ICoFR) Training	26 - 27 Juli 2024 / July 26-27, 2024	Gino Feruci Braga Hotel (Jl. Braga No. 67 Bandung)	Ikatan Akuntan Indonesia (IAI) Wilayah Jawa Barat / Indonesian Accountants Association (IAI) West Java Region	8 Peserta / 8 Participants
TRIWULAN IV / QUARTER IV					
1	Pelatihan Class IT Auditing "IT Auditing for Internal Auditor: Theory and Practice" / IT Auditing Class Training "IT Auditing for Internal Auditors: Theory and Practice"	5 Oktober 2024 / October 5, 2024	online	Accounting Academy Indonesia	20 Peserta / 20 Participants
2	Sertifikasi CAFM (Certified Anti Fraud Manager) / CAFM (Certified Anti Fraud Manager) Certification	30-31 Oktober 2024 / October 30-31, 2024	Hotel Le Meridien Jakarta	Asia Anti Fraud Manajemen (AAFMM) / Asia Anti Fraud Management (AAFMM)	2 Peserta / 2 Participants
3	Sertifikasi National Certification for Trainer (NCT) / National Certification for Trainers (NCT)	29-30 Oktober 2024 / October 29-30, 2024	online	Sahabat Karir Indonesia (SKI)	8 Peserta / 8 Participants
4	Pelatihan Certified Profesional Governance, Risk Management & Compliance (CPGRC) / Certified Professional Governance, Risk Management & Compliance (CPGRC) Training	9-10 November 2024 / November 9-10, 2024	online	Revolution Mind Indonesia (RMI)	34 Peserta / 34 Participants
5	Workshop Nasional "Aspek Hukum dan Antisipasi Pemeriksaan Oleh BPK Atas Pengelolaan Keuangan Menuju WTP Oleh BPK Dalam Mencegah Tindak Korupsi, Metode Teknik Assesment Resiko Kecurangan Bagi BUMN, BUMD, PMA Dan Perbankan Dalam Pemberantasan TPPU" / National Workshop "Legal Aspects and Anticipation of Audit by BPK on Financial Management Towards WTP by BPK in Preventing Corruption, Technical Method of Fraud Risk Assessment for BUMN, BUMD, PMA and Banking in Eradicating TPPU"	21-22 November 2024 / November 21-22, 2024	Hotel Balairung, Jakarta	Komite Anti Korupsi Indonesia / Indonesian Anti-Corruption Committee	1 Peserta / 1 Participant
6	Workshop Bincang SPI 2024 "SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan" / SPI Discussion Workshop 2024 "SPI as a Risk Management Organ: Challenges & Realities in Achieving Optimal Company Performance"	28-29 November 2024 / November 28-29, 2024	Hotel Novotel Bandung	FKSPI Jabar Banten	2 Peserta / 2 Participants
7	Seminar Nasional Internal Audit (SNIA) 2024 tema "Cultural Transformation: Integrating ESG, Cyber Sucurity And Innovative Risk Management" / The 2024 National Seminar on Internal Audit (SNIA) has the theme "Cultural Transformation: Integrating ESG, Cyber Security and Innovative Risk Management"	4-5 Desember 2024 / December 4-5, 2024	Hotel The Stones-Legian, Bali	Yayasan Pendidikan Internal Audit / Internal Audit Education Foundation	3 Peserta / 3 Participants
8	Sertifikasi Qualified Risk Management Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification	2-4, 9 Desember 2024 / December 2-4, 9, 2024	Online	Center for Risk Management & Sustainability (CRMS)	10 Peserta / 10 Participants

LAPORAN SINGKAT PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2024

Di tahun 2024, Divisi Internal Audit telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Audit Operasional

Berdasarkan PKT tahun 2024, penugasan audit operasional tahun 2024 diprogramkan sebanyak 30 penugasan. Sampai dengan 31 Desember 2024, penugasan audit operasional terlaksana sebanyak 30 penugasan sesuai PKT tahun 2024.

BRIEF REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT ACTIVITIES IN 2024

In 2024, the Internal Audit Division carried out the following duties and responsibilities:

1. Operational Audit

According to the 2024 PKT, a total of 30 operational audit assignments were scheduled for the year. As of December 31, 2024, all 30 assignments were successfully completed as per the 2024 PKT.

2. Penugasan Audit Investigasi/Khusus

Pada tahun 2024 terdapat satu penugasan audit khusus dan satu penugasan audit investigatif yaitu:

- a. Kemampuan dan Kelayakan Pelaksanaan, Penunjukan Langsung dari PT KAI (Persero) pada PT Kereta Api Indonesia Property dan Unit Terkait Lainnya dengan SPTA No. 1/UI/KH/VII/KA-2024 tanggal 18 Juli 2024; dan
- b. Dugaan pelanggaran penipuan Rekrutmen calon pekerja pada Daop 1 Jakarta dan Unit Terkait Lainnya dengan SPTA No. 1/UI/INV/X/KA-2024 tanggal 25 Oktober 2024.

3. Penugasan Evaluasi

Berdasarkan PKT tahun 2024 terdapat dua penugasan evaluasi dan terealisasi sebanyak dua penugasan yaitu:

- a. Evaluasi Aplikasi RCS pada *Division of Freight Marketing and Sales* (CF), *Division of Information System* (KI) dan Unit Terkait Lainnya dengan SPTE No. 1/UI/EV/I/KA-2024 tanggal 9 Januari 2024; dan
- b. Evaluasi reviu Peringkat Komposit Risiko pada *Division of Risk Management* (KR) dan Unit Terkait lainnya dengan SPTE No. 2/UI/EV/KA-2024 tanggal 18 April 2024.

4. Penugasan Konsultasi

Peran konsultasi Internal Audit yang dilakukan pada tahun 2024 melalui undangan, terlaksana sebanyak 17 kali kegiatan, yaitu:

- a. Pembahasan temuan BPKP terkait pengadaan langsung, tanggal 28 Januari 2024;
- b. Undangan Rapat PMO pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, Tanggal 20 Februari 2024;
- c. Pembahasan Tindak lanjut Kerja sama Pemanfaatan Lahan PT KAPM di Eks Stasiun Purwokerto Timur (PCC), tanggal 16 April 2024;
- d. Permohonan Reviu Laporan dan Realisasi Penggunaan Dana PMN TA 2021 dan Dana PMN TA 2022 Periode Triwulan I tahun 2024, tanggal 24 April 2024;
- e. Rapat PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 2 Mei 2024;
- f. Pembahasan Mekanisme Rencana Tindak Lanjut Relokasi Kantor Polsek Gedongtengen, tanggal 20 Mei 2024;
- g. Pembahasan PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 2 Juli 2024;
- h. Pembahasan Kendala Proses Penunjukan Langsung Kepada Anak Perusahaan, tanggal 2 Agustus 2024;
- i. Pembahasan Hasil Evaluasi Komposit Risiko TW IV 2023, tanggal 14 Agustus 2024;

2. Investigative/Special Audit Assignments

In 2024, there was one special audit assignment and one investigative audit assignment:

- a. Implementation Capability and Feasibility, a direct appointment from PT KAI (Persero) at PT Kereta Api Indonesia Property and other related units, with SPTA No. 1/UI/KH/VII/KA-2024 dated July 18, 2024.
- b. Alleged fraud during the recruitment of prospective workers at Daop 1 Jakarta and other related units, with SPTA No. 1/UI/INV/X/KA-2024 dated October 25, 2024.

3. Evaluation Assignments

Based on the 2024 PKT, two evaluation assignments were planned and successfully executed:

- a. Evaluation of the RCS Application at the Division of Freight Marketing and Sales (CF), Division of Information Systems (KI), and other related units, with SPTE No. 1/UI/EV/I/KA-2024 dated January 9, 2024.
- b. Evaluation of Risk Composite Rating Review at the Division of Risk Management (KR) and other related units, with SPTE No. 2/UI/EV/KA-2024 dated April 18, 2024.

4. Consultation Assignments

The Internal Audit Division provided consultation services in 2024 through 17 invitations, which included the following discussions:

- a. BPKP findings related to direct procurement on January 28, 2024;
- b. PMO Meeting for the Development of Southern Sumatra Coal Railway Transportation on February 20, 2024;
- c. Follow-up discussion on PT KAPM Land Utilization Cooperation at the Former East Purwokerto Station (PCC) on April 16, 2024;
- d. Request for Review of the Report and Use of PMN Funds for the 2021 and 2022 Fiscal Years on April 24, 2024;
- e. PMO Meeting for the Development of Southern Sumatra Coal Railway Transportation on May 2, 2024;
- f. Follow-up discussion regarding the Relocation of the Gedongtengen Police Office on May 20, 2024;
- g. PMO discussion for Development of Southern Sumatra Coal Railway Transportation on July 2, 2024;
- h. Discussion of Issues in the Direct Appointment Process to Subsidiaries on August 2, 2024;
- i. A review of Composite Risk Evaluation Results for Q4 2023 on August 14, 2024;

- j. Pembahasan Mekanisme Perubahan Kontrak Pekerjaan untuk Penambahan Nilai Kontrak Akhir Pekerjaan melebihi 15 % dari Nilai Kontrak Awal, tanggal 15 Agustus 2024;
- k. Pembahasan Optimalisasi SOP Perencanaan dan Persiapan Pengadaan terkait dengan Organ Proyek untuk Pekerjaan Konstruksi, tanggal 16 Agustus 2024;
- l. Pembahasan PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 22 Agustus 2024;
- m. Permohonan Probity Audit Atas Pekerjaan Persinyalan dan Pintu Perlindungan Stasiun Cibatu, Stasiun Pasirjengkol, Stasiun Wanareja dan Stasiun Garut Wilayah Daop 2 Bandung, tanggal 2 September 2024;
- n. Pembahasan Rencana Addendum Pekerjaan Investasi Bisnis Eksisting, tanggal 6 September 2024;
- o. Pembahasan Pengadaan License LinkedIn Learning Hub 2024/2025, tanggal 25 September 2024;
- p. Kosinyering Penyusunan Program kerja Tahunan Internal Audit Division PT Kereta Commuter Indonesia tahun 2025, tanggal 18 November 2024; dan
- q. Pembahasan permasalahan aset Daop 8 Surabaya di Jl. Dupak 3,5,7,9 pada tanggal 19 November 2024.

5. Penugasan Kompilasi

Realisasi LHA Kompilasi tahun 2024 sebanyak 2 (dua) Laporan Kompilasi sesuai PKT tahun 2024 yaitu Pengelolaan Perusahaan Aset dan Pengelolaan Bangunan Dinas dan Mekanikal Elektrikal.

6. Penugasan Monitoring Tindak Lanjut

Program pelaksanaan *Monitoring* tindak lanjut terhadap temuan hasil audit internal dan eksternal pada tahun 2024 dilakukan melalui daring *by zoom*, telepon, email, surat dinas (RDS) dan mendatangi auditee ke Unit terkait di Lingkungan PT Kereta Api Indonesia (Persero) Grup, antara lain:

- a. SPTM No. 1/UI/MO/I/KA-2024 ke Daop 3 Cirebon, Daop 5 Purwokerto, Daop 8 Surabaya dan Daop 9 Jr; dan
- b. SPTM No. 2/UI/MO/I/KA-2024 ke Daop 6 Yogyakarta, Daop 7 Madiun, Balai Yasa Manggarai, Balai Yasa Yogyakarta, Balai Yasa Tegal dan Balai Yasa Surabaya Gubeng.

7. Penugasan Pendampingan Auditor Eksternal

- a. Pendampingan BPK RI pada Pemeriksaan PSO, dan Pemeriksaan Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2023.

- j. Discussion on Changes to Work Contracts exceeding 15% of the Initial Contract Value on August 15, 2024;
- k. Optimization of SOP for Planning and Procurement Preparation related to Construction Projects on August 16, 2024;
- l. PMO discussion for Development of Southern Sumatra Coal Railway Transportation on August 22, 2024;
- m. Request for a Probity Audit on Signaling and Crossing Gate Work for various stations in Daop 2 Bandung on September 2, 2024;
- n. Discussion on the Addendum Plan for Existing Business Investment Work on September 6, 2024;
- o. Discussion regarding LinkedIn Learning Hub License Procurement for 2024/2025 on September 25, 2024;
- p. Preparatory meeting for the Annual Work Program of the Internal Audit Division of PT Kereta Commuter Indonesia for 2025 on November 18, 2024; and
- q. Discussion of asset issues at Daop 8 Surabaya located on Jl. Dupak 3, 5, 7, and 9 on November 19, 2024.

5. Compilation Assignment

Realization of Compilation LHA in 2024 as many as 2 (two) Compilation Reports according to PKT in 2024, namely Asset Business Management and Management of Service Buildings and Mechanical Electrical.

6. Follow-up Monitoring Assignment

The implementation program for follow-up Monitoring of internal and external audit findings in 2024 was carried out online by zoom, telephone, email, official letters (RDS) and visiting the auditee to the relevant Units within the PT Kereta Api Indonesia (Persero) Group, including:

- a. SPTM No. 1/UI/MO/I/KA-2024 to Daop 3 Cirebon, Daop 5 Purwokerto, Daop 8 Surabaya and Daop 9 Jr; and
- b. SPTM No. 2/UI/MO/I/KA-2024 to Daop 6 Yogyakarta, Daop 7 Madiun, Balai Yasa Manggarai, Balai Yasa Yogyakarta, Balai Yasa Tegal and Balai Yasa Surabaya Gubeng.

7. External Auditor Assistance Assignment

- a. BPK RI Assistance in PSO Audit, and Audit of Financial Management and Accountability for Fiscal Year 2023.

b. Pendampingan BPKP, sebagai berikut:

- 1) Asistensi Penyiapan Kelengkapan dan Kesesuaian Dokumen Pendukung Perjanjian Konsesi Penyelenggaraan Prasarana Perkeretaapian Umum Pada Segmen I Wilayah Lahat sampai Kertapati. Waktu penugasan Tim Audit ini sampai dengan 8 Maret 2024;
- 2) Perpanjangan Asistensi Penyiapan Kelengkapan dan Kesesuaian Dokumen Pendukung Perjanjian Konsesi Penyelenggaraan Prasarana Perkeretaapian Umum pada Segmen I Wilayah Lahat sampai Kertapati di Provinsi Sumatera Selatan. Perpanjangan waktu berlangsung mulai tanggal 13 Maret-5 April 2024;
- 3) Reviu Tata Kelola PSN Sumatera Selatan s.d. TW I 2024. Waktu penugasan Tim Audit ini sampai dengan tanggal 12 Maret 2024;
- 4) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Kereta Api Logistik Lahat-Kertapati Triwulan II Tahun 2024;
- 5) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Percepatan Pembangunan Ekonomi Kawasan Rebana dan Jawa Barat Bagian Selatan Triwulan II Tahun 2024;
- 6) Reviu Penambahan Biaya Penggantian *Coupler* atas Kontrak pekerjaan Pengadaan Sarana 186 Car LRT Jabodebek;
- 7) Evaluasi atas pembangunan infrastruktur Kereta Api pada PT Kereta Api Indonesia, PT KCIC, PT KALOG TW II Tahun 2024;
- 8) Reviu Atas Nilai Kerja sama Lanjutan Non-TOD dalam Perjanjian Lanjutan Integrasi LRT Antara PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) dan PT Adhi Karya (Persero) Tbk;
- 9) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Kereta Api Logistik Lahat-Kertapati Triwulan III Tahun 2024;
- 10) Reviu Tata Kelola Proyek Strategis Nasional (PSN) Penyelenggaraan Kereta Api Ringan/Light Rail Transit (LRT) Terintegrasi di Wilayah Jakarta, Bogor, Depok dan Bekasi Triwulan III Tahun 2024;
- 11) Reviu Tata Kelola Proyek Strategis Nasional (PSN) *High Speed Railway* Jakarta-Bandung Triwulan III Tahun 2024;

b. BPKP Assistance, as follows:

- 1) Assistance in Preparation of Completeness and Conformity of Supporting Documents for the Concession Agreement for the Implementation of Public Railway Infrastructure in Segment I of the Lahat to Kertapati Region. The assignment period for this Audit Team is until March 8, 2024;
- 2) Extension of Assistance in Preparation of Completeness and Conformity of Supporting Documents for the Concession Agreement for the Implementation of Public Railway Infrastructure in Segment I of the Lahat to Kertapati Region in South Sumatra Province. The extension of time will take place from March 13-April 5, 2024;
- 3) Review of the Governance of the South Sumatra PSN until Q1 2024. The assignment period for this Audit Team is until March 12, 2024;
- 4) Review of the Governance of the National Strategic Project (PSN) Lahat-Kertapati Logistics Railway in Q2 2024;
- 5) Review of the Governance of the National Strategic Project (PSN) Acceleration of Economic Development in the Rebana Area and Southern West Java in Q2 2024;
- 6) Review of the Additional Coupler Replacement Costs for the Procurement Work Contract for 186 Car LRT Jabodebek Facilities;
- 7) Evaluation of the development of Railway infrastructure at PT Kereta Api Indonesia, PT KCIC, PT KALOG in Q2 2024;
- 8) Review of the Value of Non-TOD Continued Cooperation in the Continued Agreement on LRT Integration Between PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) and PT Adhi Karya (Persero) Tbk;
- 9) Review of Governance of the National Strategic Project (PSN) for the Lahat-Kertapati Logistics Train in the Third Quarter of 2024;
- 10) Review of Governance of the National Strategic Project (PSN) for the Implementation of Integrated Light Rail Transit (LRT) in the Jakarta, Bogor, Depok and Bekasi Regions in the Third Quarter of 2024;
- 11) Review of Governance of the National Strategic Project (PSN) for the Jakarta-Bandung High Speed Railway in the Third Quarter of 2024;

- 12) Reviu Penambahan Biaya Penggantian *Coupler* atas Kontrak pekerjaan Pengadaan Sarana 186 Car LRT Jabodebek;
- 13) Reviu Atas Nilai Kerja sama Lanjutan Non-TOD dalam Perjanjian Lanjutan Integrasi LRT Antara PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) dan PT Adhi Karya (Persero) Tbk;
- 14) Reviu Tata Kelola Proyek Strategis Nasional (PSN) Penyelenggaraan Kereta Api Ringan/Light Rail Transit (LRT) Terintegrasi di Wilayah Jakarta, Bogor, Depok dan Bekasi Triwulan IV Tahun 2024;
- 15) Reviu Tata Kelola Proyek Strategis Nasional (PSN) High Speed Railway Jakarta - Bandung Triwulan IV Tahun 2024;
- 16) Reviu Pembangunan Infrastruktur Transportasi Masal Perkotaan pada PT KAI (Persero);
- 17) Reviu Reviu Tata Kelola atas PSN Kereta Api Logistik Lahat - Kertapati Triwulan IV Tahun 2024; dan
- 18) Evaluasi atas Pembangunan Infrastruktur Transportasi Masal Perkotaan di Wilayah Cekungan Bandung Tahun 2024.
- c. Pendampingan Inspektorat Jenderal Kementerian Keuangan
Pada Tahun 2024, Satuan Pengawasan Intern melakukan pendampingan atas beberapa penugasan dari Tim Inspektorat Jenderal Kementerian Keuangan berdasarkan Surat Tugas No. ST-7/MK.9/2024 tanggal 23 Februari 2024 perihal:
 - 1) Pemberian Penjaminan Pemerintah kepada PT Kereta Api Indonesia (Persero);
 - 2) Pemantauan atas Tindak Lanjut Hasil Pengawasan Dengan Tujuan Tertentu terkait Pemberian PMN Tahun 2021 pada PT KAI; dan
 - 3) Audit atas Dukungan Pemerintah kepada BUMN Berupa Public Service Obligation (PSO).
- d. Pendampingan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) sebagai berikut: General Audit Tahun Buku 2023, Audit Intern Tahun 2024 serta pendampingan Obligasi dan/ sukuk serta *Limited Review* atas Laporan Keuangan Konsolidasian dan *Agreed-Up On Procedures* atas Laporan Status Pencapaian (*Key Achievement Indicator*) 30 Juni 2024
8. Penugasan pendampingan KAP Heliantono & Rekan (Parker Russel) Diagnostik *Internal Control Over Financial Reporting* (ICOFR) untuk Penyempurnaan Tata Kelola di PT KAI (Persero).
- 12) Review of Additional Coupler Replacement Costs for the Contract for the Procurement of 186 Car LRT Jabodebek Facilities;
- 13) Review of the Value of Non-TOD Continued Cooperation in the Continued Agreement on LRT Integration Between PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) and PT Adhi Karya (Persero) Tbk;
- 14) Review of the Governance of the National Strategic Project (PSN) for the Implementation of Integrated Light Rail Transit (LRT) in the Jakarta, Bogor, Depok and Bekasi Regions in the Fourth Quarter of 2024;
- 15) Review of the Governance of the National Strategic Project (PSN) for the Jakarta - Bandung High Speed Railway in the Fourth Quarter of 2024;
- 16) Review of the Development of Urban Mass Transportation Infrastructure at PT KAI (Persero);
- 17) Review of the Governance Review of the PSN for the Lahat - Kertapati Logistics Railway in the Fourth Quarter of 2024; and
- 18) Evaluation of the Development of Urban Mass Transportation Infrastructure in the Bandung Basin Area in 2024.
- c. Assistance of the Inspectorate General of the Ministry of Finance
In 2024, the Internal Audit Unit provided assistance for several assignments from the Inspectorate General Team of the Ministry of Finance based on Assignment Letter Number: ST-7/MK.9/2024 dated February 23, 2024 regarding:
 - 1) Provision of Government Guarantees to PT Kereta Api Indonesia (Persero);
 - 2) Monitoring of the Follow-up to the Results of Supervision with Specific Purposes related to the Provision of PMN in 2021 to PT KAI; and
 - 3) Audit of Government Support to BUMN in the Form of Public Service Obligations (PSO).
- d. Mentoring by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) as follows: General Audit for Fiscal Year 2023, Interim Audit for 2024 and assistance for Bonds and/ sukuk as well as Limited Review of Consolidated Financial Statements and Agreed-Up On Procedures for the Achievement Status Report (Key Achievement Indicator) June 30, 2024
8. Assignment of assistance by KAP Heliantono & Rekan (Parker Russel) for Internal Control Over Financial Reporting (ICOFR) Diagnostics for Improvement of Governance at PT KAI (Persero).

TEMUAN DAN TINDAK LANJUT HASIL AUDIT

Di tahun 2024, dari hasil *monitoring* tindak lanjut temuan hasil Audit Internal dan eksternal adalah sebagai berikut:

FINDINGS AND FOLLOW-UP OF AUDIT RESULTS

In 2024, the results of monitoring the follow-up of findings from Internal and External Audits are as follows:

Tabel Temuan dan Tindak Lanjut Hasil Audit tahun 2024**Table of Findings and Follow-up of Audit Results in 2024**

No	Uraian / Description	Jumlah / Total		Selesai / Done						Sisa Temuan / Remaining Findings	
		T	R	T	R	Tahun 2024 / Year 2024		Tahun 2023 / Year 2023		T	R
						T	R	T	R		
1	2	3	4	5	6	7= 5:3	8= 6:4	9	10	11= 3-5	12= 4-6
Internal											
1	a. Operasional / Operational	3.044	7.074	2.961	6.929	97%	98%	96%	96%	83	145
	b. Investigasi / Investigation	287	1.479	285	1.477	99%	99%	100%	100%	2	2
	c. Khusus / Special	192	451	191	449	99%	99%	100%	100%	1	2
Jumlah / Total		3.044	7.074	2.961	6.929	97%	98%	96%	96%	83	145
Eksternal / External											
2	a. BPK/RI	246	625	154	483	62%	77%	59%	74%	92	142
	b. KAP	-	-	-	-	100%	100%	100%	100%	0	0
Jumlah / Total		-	-	-	-	-	-	76%	84%	92	142
3	Arahan Pemegang Saham / Shareholders' Instruction	-	185	-	169	-	91%	-	97%	0	16
Jumlah / Total		-	185	-	169	-	91%	-	97%	0	16

Akuntan Publik*Public Accountant*

Dalam rangka menjaga penerapan prinsip independensi termasuk atas praktik pelaporan keuangan, Perseroan menggunakan jasa Auditor Eksternal yaitu Kantor Akuntan Publik (KAP). Dalam hal ini, Auditor Eksternal mengacu kepada auditor independen yang ditunjuk untuk melakukan audit terhadap Laporan Keuangan Perseroan. KAP ditetapkan melalui mekanisme RUPS, berdasarkan usulan Dewan Komisaris atas rekomendasi Komite Audit.

In order to maintain the implementation of the principle of independence including financial reporting practices, the Company uses the services of an External Auditor, namely a Public Accounting Firm (KAP). In this case, the External Auditor refers to an independent auditor appointed to audit the Company's Financial Statements. KAP is determined through the GMS mechanism, based on the proposal of the Board of Commissioners on the recommendation of the Audit Committee.

PENUNJUKAN AKUNTAN PUBLIK

Perseroan menerapkan penunjukan akuntan publik berdasarkan ketentuan sebagai berikut:

- Keputusan Menteri Badan Usaha Milik Negara No. SK-103/MBU/03/2021 tanggal 26 Maret 2021 tentang Kriteria Kantor Akuntan Publik, Kantor Jasa Penilai Publik dan Kantor Konsultan Aktuaria pada Badan Usaha Milik Negara.

APPOINTMENT OF PUBLIC ACCOUNTANT

The Company applies the appointment of a public accountant based on the following provisions:

- Decree of the Minister of State-Owned Enterprises No. SK-103/MBU/03/2021 dated March 26, 2021 concerning the Criteria for Public Accounting Firms, Public Appraisal Service Firms and Actuarial Consultant Firms in State-Owned Enterprises.

2. Surat Kementerian Badan Usaha Milik Negara No. S-23/DKU.MBU/07/2024 tanggal 1 Juli 2024 perihal Pembaruan Tabulasi Data Kantor Akuntan Publik (KAP) pada BUMN Periode Mulai tahun buku 2024.
3. Berita Acara Rapat Umum Pemegang Saham No. 15 tanggal 28 Juni 2024 tentang Laporan Manajemen tahun 2023 Perusahaan Perseroan (Persero) PT Kereta Api Indonesia.

KANTOR AKUNTAN PUBLIK, NAMA AKUNTAN, DAN BIAYA JASA

Perseroan memastikan bahwa penunjukan Auditor Eksternal telah dilakukan sesuai peraturan serta standar penerapan yang berlaku, mencakup Peraturan Menteri Keuangan No. 17/PMK.01/2008 tentang Jasa Akuntan Publik serta Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik.

Informasi pengungkapan Kantor Akuntan Publik yang digunakan untuk mengaudit Laporan Keuangan Perseroan dalam 5 (lima) tahun terakhir adalah sebagai berikut:

Tabel Kantor Akuntan Publik tahun 2020-2024

Tahun / Year	Kantor Akuntan Publik / Public Accounting Firm	Periode KAP / KAP Period	Nama Akuntan (Partner Penanggung Jawab) / Name of Accountant (Responsible Partner)	Periode Nama Akuntan (Partner Penanggung Jawab) / Accountant Name Period (Responsible Partner)	Jasa Audit / Audit Services
2024	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 7 / 7th Period	Dedy Sukrisnadi	Periode ke 3 / 3rd Period	Rp3,2 miliar / Rp3.2 billion
2023	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 6 / 6th Period	Dedy Sukrisnadi	Periode ke 2 / 2nd Period	Rp3,81 miliar / Rp3.81 billion
2022	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 5 / 5th Period	Dedy Sukrisnadi	Periode ke 1 / 1st Period	Rp4,27 miliar / Rp4.27 billion
2021	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 4 / 4th Period	Rudi Hartono Purba	Periode ke 1 / 1st Period	Rp3,55 miliar / Rp3.55 billion
2020	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 3 / 3rd Period	Benny Andria, CPA	Periode ke 3 / 3rd Period	Rp3,71 miliar / Rp3.71 billion

JASA LAIN YANG DIBERIKAN KAP

Di tahun 2024, terdapat jasa lain yang diberikan oleh Kantor Akuntan Publik RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan selain jasa audit terhadap Laporan Keuangan, audit Interim Tahun 2024 serta pendampingan obligasi dan/sukuk serta *Limited Review* atas Laporan Keuangan Konsolidasian dan *Agreed-Upon Procedures* atas Laporan Status Pencapaian (*Key Achievement Indicator*) 30 Juni 2024.

2. Letter of the Ministry of State-Owned Enterprises No. S-23/DKU.MBU/07/2024 dated July 1, 2024 concerning the Update of Public Accounting Firm (KAP) Data Tabulation in BUMN for the Period Starting from the 2024 financial year.
3. Minutes of the General Meeting of Shareholders No. 15 dated June 28, 2024 concerning the 2023 Management Report of the Limited Liability Company (Persero) PT Kereta Api Indonesia.

PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME, AND SERVICE FEES

The Company ensures that the appointment of the External Auditor has been carried out in accordance with applicable regulations and implementation standards, including Regulation of the Minister of Finance No. 17/PMK.01/2008 concerning Public Accountant Services and OJK Regulation Number 13/POJK.03/2017 concerning the Use of Public Accountant Services.

Disclosure information on the Public Accounting Firm used to audit the Company's Financial Statements in the last 5 (five) years is as follows:

Table of Public Accounting Firm in 2020-2024

Tahun / Year	Kantor Akuntan Publik / Public Accounting Firm	Periode KAP / KAP Period	Nama Akuntan (Partner Penanggung Jawab) / Name of Accountant (Responsible Partner)	Periode Nama Akuntan (Partner Penanggung Jawab) / Accountant Name Period (Responsible Partner)	Jasa Audit / Audit Services
2024	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 7 / 7th Period	Dedy Sukrisnadi	Periode ke 3 / 3rd Period	Rp3,2 miliar / Rp3.2 billion
2023	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 6 / 6th Period	Dedy Sukrisnadi	Periode ke 2 / 2nd Period	Rp3,81 miliar / Rp3.81 billion
2022	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 5 / 5th Period	Dedy Sukrisnadi	Periode ke 1 / 1st Period	Rp4,27 miliar / Rp4.27 billion
2021	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 4 / 4th Period	Rudi Hartono Purba	Periode ke 1 / 1st Period	Rp3,55 miliar / Rp3.55 billion
2020	KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan	Periode ke 3 / 3rd Period	Benny Andria, CPA	Periode ke 3 / 3rd Period	Rp3,71 miliar / Rp3.71 billion

OTHER SERVICES RENDERED BY THE KAP

In 2024, the Public Accounting Firm RSM Amir Abadi Yusuf, Aryanto, Mawar, and Rekan provided additional services beyond auditing financial statements. These services included interim audits, assistance with bonds and/or sukuk, limited reviews of consolidated financial statements, and agreed-upon procedures for the achievement status report (*Key Achievement Indicator*) as of June 30, 2024.

Sistem Pengendalian Internal

Internal Control System

Sistem Pengendalian Intern merupakan unsur penting dalam keseluruhan pengelolaan perusahaan serta menjadi dasar bagi kegiatan operasional yang sehat dan aman. Perseroan memahami bahwa Sistem Pengendalian Intern yang diterapkan secara andal dan efektif merupakan tanggung jawab manajemen, dengan mempertimbangkan bahwa salah satu faktor penyebab terjadinya kesulitan usaha Perseroan adalah adanya kelemahan dalam rancangan dan pelaksanaan pengendalian internal.

Dalam rangka menerapkan Sistem Pengendalian Intern yang efektif, mencakup praktik pengamanan investasi dan aset Perseroan, KAI menetapkan Pedoman Penerapan Sistem Pengendalian Intern (*Internal Control System*) sesuai Keputusan Direksi PT KAI (Persero) No. KEP.U/KC.202/I/1/KA-2017 tanggal 24 Januari 2017.

KESESUAIAN DENGAN STANDAR COMMITTEE OF SPONSORING ORGANIZATIONS OF TRADEWAY COMMISSION (COSO)

Penerapan Sistem Pengendalian Internal mengacu pada standar The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework, dengan cakupan pengendalian terdiri atas 5 (lima) komponen yaitu Lingkungan Pengendalian, Penilaian Risiko, Kegiatan Pengendalian, Informasi dan Komunikasi, serta Kegiatan Pemantauan. Komponen tersebut terdiri dari beberapa prinsip dan *point of focus* yang dirancang dan dilaksanakan untuk dapat memenuhi tujuan implementasi Sistem Pengendalian Internal.

Lingkungan Pengendalian

Lingkungan Pengendalian merupakan susunan standar, proses, dan struktur yang menyediakan dasar untuk terlaksananya pengendalian intern dalam organisasi. Dewan Komisaris dan Direksi menciptakan sistem pada level tertinggi organisasi (*tone of the top*) mengenai pentingnya pengendalian intern dan standar perilaku yang diharapkan. Prinsip dan *point of focus* lingkungan pengendalian adalah sebagai berikut:

1. Penegakkan terhadap integritas dan nilai etika.
2. Dewan Komisaris menunjukkan independensinya terhadap manajemen dan melaksanakan pengawasan terhadap pengembangan kinerja pengendalian intern.

The Internal Control System is an important element in the overall management of the Company and is the basis for healthy and safe operational activities. The Company understands that the Internal Control System implemented reliably and effectively is the responsibility of management, taking into account that one of the factors causing the Company's business difficulties is the existence of weaknesses in the design and implementation of internal control.

In order to implement an effective Internal Control System, including the practice of securing the Company's investments and assets, KAI has established Guidelines for Implementing an Internal Control System in accordance with the Decree of the Directors of PT KAI (Persero) No. KEP.U/KC.202/I/1/KA-2017 dated January 24, 2017.

CONFORMITY TO COMMITTEE OF SPONSORING ORGANIZATIONS OF TRADEWAY COMMISSION (COSO) STANDARDS

The implementation of the Internal Control System refers to the standards of The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework, with control coverage consisting of 5 (five) components, namely Control Environment, Risk Assessment, Activities Control, Information and Communication, and Monitoring Activities. Each of these components includes several principles and points of focus designed and implemented to achieve the objectives of the Internal Control System.

Control Environment

The Control Environment is a set of standards, processes, and structures that provide the foundation for the implementation of internal control within the organization. The Board of Commissioners and Board of Directors create a system at the highest level of the organization (*tone of the top*) regarding the importance of internal control and expected standards of behavior. The principles and points of focus of the control environment are as follows:

1. Upholding integrity and ethical values.
2. The Board of Commissioners shows its independence towards management and carries out supervision over the development of internal control performance.

3. Dengan pengawasan dari Komisaris, Manajemen membentuk struktur, jalur pelaporan dan kewenangan, serta tanggung jawab yang sesuai dalam upaya pencapaian tujuan organisasi.
4. Organisasi menunjukkan adanya komitmen untuk memperoleh, mengembangkan dan mempertahankan individu yang kompeten dalam upaya pencapaian tujuan organisasi.
5. Organisasi mewajibkan setiap individu untuk mengemban akuntabilitas atas tanggung jawab pengendalian intern dalam kaitannya dengan pencapaian tujuan organisasi.

Penilaian Risiko

Risiko merupakan suatu kemungkinan bahwa suatu hal tertentu akan terjadi dan memberi dampak yang merugikan bagi pencapaian tujuan Perseroan. Risiko yang dihadapi organisasi dapat bersifat internal (berasal dari dalam) ataupun eksternal (bersumber dari luar). Penilaian risiko melibatkan proses yang dinamis dan berulang, sebagai upaya dalam mengidentifikasi dan menganalisis risiko terkait pencapaian tujuan Perseroan. Risiko yang telah teridentifikasi kemudian dibandingkan dengan tingkat toleransi risiko yang ditetapkan. Dengan demikian penilaian risiko menjadi landasan bagi pengelolaan dan manajemen risiko.

Penilaian risiko mengharuskan manajemen untuk mempertimbangkan dampak perubahan lingkungan eksternal serta perubahan model bisnis perusahaan, yang berpotensi mengakibatkan gangguan terhadap efektivitas pengendalian internal yang ada. Prinsip dan *point of focus* penilaian risiko adalah sebagai berikut:

1. Organisasi menetapkan tujuan secara jelas yang memungkinkan dilakukannya proses identifikasi dan penilaian risiko terkait dengan tujuan.
2. Organisasi mengidentifikasi risiko terkait dengan pencapaian tujuan organisasi pada seluruh lingkup entitas dan menganalisis risiko sebagai dasar untuk menentukan bagaimana risiko-risiko tersebut harus dikelola.
3. Organisasi telah mempertimbangkan potensi terjadinya *fraud* dalam menilai risiko.
4. Organisasi mengidentifikasi dan menilai perubahan-perubahan yang dapat mempengaruhi Sistem Pengendalian Intern secara signifikan.

Kegiatan Pengendalian

Kegiatan pengendalian mencakup tindakan-tindakan yang ditetapkan melalui kebijakan dan prosedur untuk membantu memastikan dilaksanakannya arahan manajemen dalam rangka meminimalisasi risiko terhadap pencapaian tujuan. Kegiatan pengendalian dilaksanakan pada semua tingkatan

3. With supervision from the Commissioner, Management forms appropriate structures, reporting lines, and authority, as well as responsibilities in an effort to achieve organizational goals.
4. The organization shows a commitment to acquiring, developing, and retaining competent individuals in an effort to achieve organizational goals.
5. The organization requires each individual to assume accountability for internal control responsibilities in relation to achieving organizational goals.

Risk Assessment

Risk is the possibility that a certain thing will happen and have a detrimental impact on achieving the Company's objectives. The risks faced by an organization can be internal (originating from within) or external (originating from outside). Risk assessment involves a dynamic and iterative process aimed at identifying and analyzing risks related to the achievement of the Company's objectives. The identified risks are then compared against the established risk tolerance levels. Thus, risk assessment serves as the foundation for risk management and mitigation.

Risk assessment requires management to consider the impact of changes in the external environment as well as changes in the Company's business model, which could potentially result in disruption to the effectiveness of existing internal controls. The principles and points of focus of risk assessment are as follows:

1. The organization sets clear objectives that enable the process of identifying and assessing risks related to the objectives.
2. The organization identifies risks related to achieving organizational goals throughout the entity and analyzes the risks as a basis for determining how these risks should be managed.
3. The organization has considered the potential for fraud in assessing risk.
4. The organization identifies and assesses changes that can significantly affect the Internal Control System.

Control Activities

Control activities include actions determined through policies and procedures to help ensure the implementation of management directives in order to minimize risks to achieving objectives. Control activities are carried out at all levels of the organization, at various stages of business processes,

organisasi, pada berbagai tahap proses bisnis, dan dalam konteks lingkungan teknologi. Kegiatan pengendalian terbagi 2 (dua) pengelompokan, yaitu yang bersifat preventif atau detektif dan yang bersifat manual atau otomatis. Adapun contoh kegiatan pengendalian mencakup praktik otorisasi dan persetujuan, verifikasi, rekonsiliasi, dan review kinerja. Dalam memilih dan mengembangkan kegiatan pengendalian diterapkan konsep pemisahan fungsi (*segregation of duties*). Jika pemisahan fungsi dianggap tidak praktis, manajemen wajib mengembangkan alternatif kegiatan pengendalian sebagai kompensasinya. Prinsip dan *point of focus* kegiatan pengendalian adalah sebagai berikut:

1. Organisasi telah menyeleksi dan membangun aktivitas pengendalian yang mendukung upaya mitigasi risiko sehingga risiko berada pada level yang dapat diterima.
2. Organisasi telah menyeleksi dan membangun aktivitas pengendalian umum dengan menggunakan teknologi untuk mendukung pencapaian tujuan organisasi.
3. Organisasi menerapkan kegiatan pengendalian sebagaimana tercermin pada kebijakan dan prosedur yang relevan.

Informasi dan Komunikasi

Perseroan menghimpun dan mengelola informasi demi terselenggaranya fungsi pengendalian intern yang secara efektif dapat mendukung pencapaian tujuan usaha. Manajemen wajib memperoleh, menghasilkan, dan menggunakan informasi yang relevan dan berkualitas, baik yang berasal dari sumber internal maupun eksternal. Hal tersebut diperlukan agar komponen pengendalian internal yang lain berfungsi dengan baik sebagaimana mestinya. Adapun, komunikasi adalah proses interaktif dan berkelanjutan untuk memperoleh, membagikan, dan menyediakan informasi. Komunikasi internal harus menjadi sarana diseminasi informasi di dalam organisasi, baik dari atas ke bawah, dari bawah ke atas, maupun lintas fungsi. Prinsip dan *point of focus* informasi dan komunikasi adalah sebagai berikut:

1. Organisasi memperoleh atau menghasilkan dan menggunakan informasi yang relevan dan berkualitas untuk mendukung berfungsinya seluruh komponen pengendalian intern.
2. Organisasi mengkomunikasikan informasi secara internal, termasuk tujuan dan tanggung jawab terhadap pengendalian intern yang penting untuk dapat mendukung berfungsinya seluruh komponen pengendalian intern.
3. Organisasi berkomunikasi dengan pihak eksternal terkait dengan berbagai hal yang dapat mempengaruhi berfungsinya seluruh komponen pengendalian intern.

and in the context of the technological environment. Control activities are divided into 2 (two) groups, namely those that are preventive or detective and those that are manual or automatic. Examples of control activities include practices such as authorization and approval, verification, reconciliation, and performance review. In selecting and developing control activities, the concept of segregation of duties is applied. If the segregation of duties is deemed impractical, management is obliged to develop alternative control activities to compensate. The principles and points of focus of control activities are as follows:

1. The organization has selected and developed control activities that support risk mitigation efforts so that risks are at an acceptable level.
2. The organization has selected and built general control activities using technology to support the achievement of organizational goals.
3. The organization implements control activities as reflected in relevant policies and procedures.

Information And Communications

The Company collects and manages information for the implementation of internal control functions that can effectively support the achievement of business objectives. Management is obliged to obtain, produce, and use relevant and quality information, whether originating from internal or external sources. This is necessary so that other internal control components function properly as they should. Meanwhile, communication is an iterative and continuous process of obtaining, sharing, and providing information. Internal communication must be a means of disseminating information within the organization, both from top to bottom, from bottom to top, and across functions. The principles and points of focus of information and communication are as follows:

1. The organization obtains or produces and uses relevant and quality information to support the functioning of all internal control components.
2. The organization communicates information internally, including the objectives and responsibilities for internal control which are important to support the functioning of all internal control components.
3. The organization communicates with external parties regarding various matters that can affect the functioning of all internal control components.

Kegiatan Pemantauan

Kegiatan Pemantauan mencakup evaluasi berkelanjutan, evaluasi terpisah, atau kombinasi dari keduanya yang dimaksudkan untuk memastikan tiap-tiap komponen pengendalian intern ada dan berfungsi sebagaimana mestinya. Secara umum, aspek kegiatan evaluasi berkelanjutan. Evaluasi berkelanjutan diterapkan di dalam proses bisnis pada tingkat yang berbeda-beda, guna menyajikan informasi yang valid secara tepat waktu. Evaluasi terpisah dilakukan secara periodik, bervariasi, lingkup, dan frekuensinya, tergantung hasil penilaian risiko, efektivitas evaluasi berkelanjutan, dan pertimbangan manajemen lainnya. Prinsip dan *point of focus* kegiatan pemantauan adalah sebagai berikut:

1. Organisasi menyeleksi, membangun, dan melaksanakan evaluasi berkelanjutan dan terpisah untuk dapat meyakinkan bahwa seluruh komponen pengendalian intern telah berfungsi dengan baik.
2. Organisasi mengevaluasi dan mengkomunikasikan pengendalian intern dalam waktu yang tepat kepada pihak-pihak yang bertanggung jawab untuk melakukan tindakan koreksi.

KEPATUHAN TERHADAP PERATURAN PERUNDANG-UNDANGAN LAINNYA

Pengendalian internal terkait kepatuhan perusahaan terhadap peraturan perundang-undangan secara khusus dilakukan dengan mengevaluasi pemenuhan penerapan peraturan perundang-undangan yang ada. Selain itu, perusahaan juga melakukan pengujian terhadap sinkronisasi peraturan perundang-undangan dan produk hukum Perseroan, dilaksanakan di bawah tanggung jawab Pusat Hukum, khususnya bagian *Policy and Regulations*. Di samping itu, sebagai peran lini ketiga (*third line roles*), Unit Internal Audit bertanggung jawab untuk memastikan efektivitas Perseroan dalam praktik pemenuhan ketentuan hukum dan peraturan perundang-undangan yang berlaku. Salah satu tujuan yang menjadi fokus penilaian risiko dalam sistem pengendalian internal adalah tujuan kepatuhan. Terkait hal itu, Perseroan senantiasa mempertimbangkan toleransi terhadap risiko kepatuhan dalam pelaksanaan pengendalian internal terkait kepatuhan terhadap peraturan perundang-undangan.

EVALUASI PELAKSANAAN SISTEM PENGENDALIAN INTERNAL

Secara berkala, Perseroan melakukan penilaian mandiri atas penerapan sistem pengendalian internal sebagai proses yang dilaksanakan untuk menguji dan menilai efektivitas penerapan sistem pengendalian internal. Penilaian terhadap sistem pengendalian internal bertujuan untuk memberikan keyakinan yang memadai bahwa seluruh tujuan kegiatan dapat dicapai/

Monitoring Activities

Monitoring activities include ongoing evaluations, separate evaluations, or a combination of both, aimed at ensuring that each component of internal control is present and functioning as intended. Generally, continuous evaluation is applied. Continuous evaluation is applied in business processes at different levels, in order to provide valid information on time. Separate evaluations are conducted periodically, varying in scope and frequency depending on the results of the risk assessment, the effectiveness of ongoing evaluations, and other management considerations. The principles and points of focus of monitoring activities are as follows:

1. The organization selects, develops, and carries out continuous and separate evaluations to ensure that all internal control components are functioning properly.
2. The organization evaluates and communicates internal control in a timely manner to parties responsible for taking corrective action.

COMPLIANCE WITH OTHER LAWS AND REGULATIONS

Internal control related to company compliance with statutory regulations is specifically carried out by evaluating compliance with the implementation of existing statutory regulations. Apart from that, the company also carries out testing on the synchronization of statutory regulations and the Company's legal products, carried out under the responsibility of the Legal Center, especially the Policy and Regulations section. In addition, as a third-line role, the Internal Audit Unit is responsible for ensuring the Company's effectiveness in fulfilling applicable legal and regulatory requirements. One of the objectives that is the focus of risk assessment in the internal control system is compliance objectives. In this regard, the Company always considers compliance risk tolerance in implementing internal controls related to compliance with laws and regulations.

EVALUATION OF THE IMPLEMENTATION OF THE INTERNAL CONTROL SYSTEM

Periodically, the Company conducts an independent assessment of the implementation of the internal control system as a process carried out to test and assess the effectiveness of the implementation of the internal control system. The assessment of the internal control system aims to provide adequate confidence that all activity objectives

dilaksanakan dengan baik. Pelaksanaan penilaian mandiri atas penerapan sistem pengendalian internal dilakukan secara berkala. Dalam implementasinya, Direksi bertanggung jawab terhadap efektivitas penerapan sistem pengendalian internal di Perusahaan.

Berdasarkan Keputusan Direksi PT KAI (Persero) No. PER.U/KC.202/III/2/KA-2018 tanggal 5 Maret 2018 tentang Pedoman Evaluasi Sistem Pengendalian Intern, di tahun 2024 Unit Internal Audit melakukan evaluasi atas kecukupan dan efektivitas sistem pengendalian internal Perusahaan secara menyeluruh untuk mendukung asersi Direksi atas efektivitas sistem pengendalian internal yang diterapkan.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Di tahun 2024, Unit Internal Audit, Direksi, dan Dewan Komisaris telah melakukan evaluasi terhadap kecukupan dan efektivitas keseluruhan pelaksanaan sistem pengendalian intern. Dalam implementasinya:

- (1) Dewan Komisaris telah memberikan arahan untuk meningkatkan kecukupan sistem pengendalian internal.
- (2) Direksi telah memastikan bahwa sistem pengendalian internal berjalan dengan baik sesuai dengan tujuan yang ditetapkan.
- (3) Unit Internal Audit telah berperan aktif dalam meningkatkan efektivitas sistem pengendalian internal secara berkesinambungan dengan memberikan rekomendasi perbaikan penerapan sistem pengendalian internal Perseroan guna pencapaian sasaran yang telah ditetapkan oleh manajemen.

Secara keseluruhan, Manajemen menyatakan bahwa sistem pengendalian internal Perseroan telah berjalan dengan baik dan efektif serta dalam implementasinya telah memenuhi kecukupan.

Manajemen Risiko

Risk Management

Penerapan manajemen risiko Perseroan secara mendasar mengacu pada peraturan perundang-undangan serta penerapan yang berlaku secara internasional, yaitu International Standard ISO 31000:2018 Risk Management-Guidelines. Perseroan menerapkan manajemen risiko dengan tujuan untuk mengelola seluruh potensi risiko yang dihadapi dalam mencapai tujuan-tujuan Perseroan, mencakup tujuan jangka pendek di dalam RKAP ataupun tujuan jangka panjang di dalam RJPP.

can be achieved/implemented properly. Self-assessment of the implementation of the internal control system is carried out periodically. In its implementation, the Board of Directors is responsible for the effectiveness of implementing the internal control system in the Company.

According to the Board of Directors Decree Number: PER.U/KC.202/III/2/KA-2018 dated March 5, 2018, concerning Guidelines for Evaluation of Internal Control Systems, in 2024, the Internal Audit Unit evaluated the adequacy and effectiveness of the Company's internal control system as a whole to support the Board of Directors' assertion regarding the effectiveness of the internal control system implemented.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS REGARDING THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

In 2024, the Internal Audit Unit, the Board of Directors, and the Board of Commissioners evaluated the adequacy and effectiveness of the overall implementation of the internal control system. In its implementation:

- (1) The Board of Commissioners has provided direction to improve the adequacy of the internal control system,
- (2) The Board of Directors has ensured that the internal control system is running well in accordance with the stated objectives.
- (3) The Internal Audit Unit has played an active role in improving the effectiveness of the internal control system on an ongoing basis by providing recommendations for improvements to the implementation of the Company's internal control system in order to achieve the targets set by management.

Overall, Management stated that the Company's internal control system has been running well and effectively and in its implementation has met the requirements.

The Company's implementation of risk management basically refers to laws and regulations and applications that apply internationally, namely the International Standard ISO 31000: 2018 Risk Management – Guidelines. The Company implements risk management with the aim of managing all potential risks faced in achieving the Company's goals, including short-term goals in the RKAP or long-term goals in the RJPP.

PT KAI mengimplementasikan sistem manajemen risiko yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Manajemen Risiko BUMN, yang selaras dengan prinsip-prinsip ISO 31000: Risk Management-Guidelines. Pengelolaan risiko dilakukan secara terstruktur dan sistematis melalui proses identifikasi, pengukuran, pemantauan, serta mitigasi risiko yang melekat pada seluruh aktivitas perusahaan, baik pada level strategis maupun operasional.

Dalam implementasinya, berdasarkan Peraturan Direksi No. PER.U/KL.104/III/2/KA-2024 tentang Pedoman Penerapan Manajemen Risiko pada tanggal 22 Maret 2024, pelaksanaan penerapan Sistem Manajemen Risiko menggunakan aplikasi SMARTKA telah Go Live sejak 29 Maret 2021. Sampai dengan 31 Desember 2024, SMARTKA juga telah diimplementasikan di 6 anak perusahaan PT Kereta Api Indonesia (Persero) meliputi:

- PT Kereta Commuter Indonesia
- PT Reska Multi Usaha
- PT Kereta Api Properti Manajemen
- PT Kereta Api Logistik
- PT Railink
- PT Kereta Api Pariwisata

Lebih lanjut, sistem Manajemen Risiko dijalankan melalui SMARTKA diterapkan guna mendukung pengelolaan risiko di seluruh unit bisnis/*risk entity* melalui *Risk Control and Self Assessment* (RCSA).

UNIT MANAJEMEN RISIKO

Implementasi fungsi manajemen risiko dijalankan melalui Unit Manajemen Risiko. Secara struktural berada di bawah Direktur Keuangan dan Manajemen Risiko. Fungsi Unit Manajemen Risiko dipimpin oleh seorang Executive Vice President (EVP) dan diatur berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/X/4/KA-2023 tanggal 1 Oktober 2023 tentang Organisasi dan Tata Laksana Direktorat Keuangan dan Manajemen Risiko.

PT KAI has implemented a risk management system guided by the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, which outlines the Guidelines for Governance and Risk Management Activities for State-Owned Enterprises, which aligns with the principles of ISO 31000: Risk Management - Guidelines. Risk management is conducted in a structured and systematic approach that includes identifying, measuring, monitoring, and mitigating risks associated with all company activities, both at strategic and operational levels.

In practice, according to the Regulation of the Board of Directors No. PER.U/KL.104/III/2/KA-2024, which outlines the guidelines for implementing risk management, the SMARTKA application has been in operation since March 29, 2021. As of December 31, 2024, SMARTKA has also been adopted by six subsidiaries of PT Kereta Api Indonesia (Persero), which include:

- PT Kereta Commuter Indonesia
- PT Reska Multi Usaha
- PT Kereta Api Properti Manajemen
- PT Kereta Api Logistik
- PT Railink
- PT Kereta Api Pariwisata

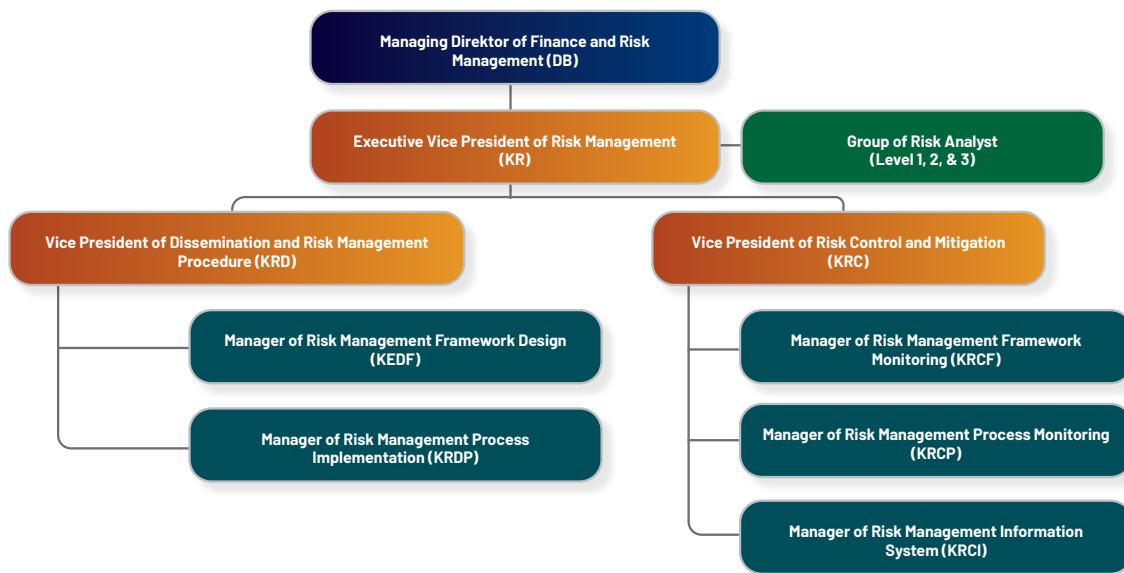
Moreover, the risk management system is implemented through SMARTKA to enhance risk management across all business units and risk entities using Risk Control and Self Assessment (RCSA).

RISK MANAGEMENT UNIT

The implementation of the risk management function is carried out through the Risk Management Unit, which is structurally under the Director of Finance and Risk Management. The function of the Risk Management Unit is led by an Executive Vice President (EVP) and is regulated based on the Regulation of the Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/I/3/KA2022 dated October 1, 2023 concerning the Organization and Management of the Finance Directorate and Risk Management.

STRUKTUR ORGANISASI UNIT MANAJEMEN RISIKO

Sesuai Peraturan Direksi No. PER.U/KO.104/X/4/KA-2023, struktur organisasi Unit Manajemen Risiko Perseroan adalah sebagai berikut:



RISK MANAGEMENT UNIT ORGANIZATIONAL STRUCTURE

In accordance with the Board of Directors Regulation No. PER.U/KO.104/X/4/KA-2023, the organizational structure of the Company's Risk Management Unit is as follows:

KEBIJAKAN MANAJEMEN RISIKO

Tahun 2024 menjadi periode yang penuh tantangan dan peluang, dengan adanya fluktuasi ekonomi global, peningkatan risiko geopolitik, percepatan transformasi digital, serta tuntutan tinggi terhadap keberlanjutan dan efisiensi. Dalam menghadapi berbagai dinamika tersebut, PT Kereta Api Indonesia (Persero) menempatkan manajemen risiko sebagai elemen strategis dalam mendukung pencapaian tujuan korporasi dan menjaga keberlangsungan usaha secara berkelanjutan.

Sebagai bagian dari komitmen terhadap tata kelola perusahaan yang baik (Good Corporate Governance/GCG), manajemen risiko diintegrasikan dalam proses pengambilan keputusan, perencanaan bisnis, hingga evaluasi kinerja. Melalui penguatan budaya sadar risiko dan peningkatan kapabilitas pengelolaan risiko, PT KAI berupaya menjaga ketahanan organisasi, menciptakan nilai tambah, dan meningkatkan kepercayaan seluruh pemangku kepentingan.

PT Kereta Api Indonesia (Persero) membangun kerangka manajemen risiko yang kuat dan terintegrasi, sebagai upaya memastikan bahwa setiap keputusan dan aktivitas perusahaan dilandasi oleh pertimbangan risiko yang memadai. Struktur dan kebijakan manajemen risiko disusun untuk mendukung terciptanya proses pengelolaan risiko yang menyeluruh, berjenjang, dan selaras dengan strategi bisnis perusahaan.

RISK MANAGEMENT POLICY

The year 2024 presented PT Kereta Api Indonesia (Persero) with a range of challenges and opportunities, influenced by global economic fluctuations, rising geopolitical risks, accelerating digital transformation, and increasing demands for sustainability and efficiency. In navigating these dynamics, PT Kereta Api Indonesia prioritizes risk management as a strategic element essential for achieving corporate goals and ensuring sustainable business continuity.

In line with its commitment to good corporate governance (GCG), risk management is seamlessly integrated into decision-making processes, business planning, and performance evaluations. By fostering a risk-aware culture and enhancing risk management capabilities, PT KAI aims to strengthen organizational resilience, create added value, and build trust among all stakeholders.

PT Kereta Api Indonesia has established a robust and integrated risk management framework to ensure that every decision and activity is grounded in thorough risk considerations. The structure and policies of risk management are designed to facilitate the creation of a comprehensive, tiered, and aligned risk management process that supports the company's business strategy.

Struktur pengelolaan risiko di PT KAI mengacu pada prinsip **Three Lines Model**, di mana:

1. Lini Pertama (Fungsi Operasional)

Bertanggung jawab dalam mengidentifikasi, menilai, dan mengelola risiko pada aktivitas sehari-hari di unit kerja masing-masing.

2. Lini Kedua (Fungsi Risiko dan Kepatuhan)

Berperan dalam penyusunan kebijakan, koordinasi, monitoring, serta memberikan fasilitasi kepada unit kerja terkait pelaksanaan manajemen risiko.

3. Lini Ketiga (Audit Internal)

Melakukan evaluasi independen terhadap efektivitas sistem manajemen risiko, serta memberikan rekomendasi perbaikan secara berkelanjutan.

Kebijakan manajemen risiko PT KAI diperbarui secara berkala untuk menyesuaikan dengan dinamika regulasi, bisnis, dan tantangan eksternal. Kebijakan ini mencakup aspek-aspek berikut:

1. Kerangka kerja pengelolaan risiko berbasis ISO 31000 dan Permen BUMN No. 2 Tahun 2023.
2. Klasifikasi dan kategorisasi risiko (strategis, operasional, keuangan, hukum dan ESG).
3. Mekanisme pelaporan dan eskalasi risiko.
4. Penetapan strategi risiko (*Risk Limit, Risk Appetite, Risk Tolerance, Risk Capacity*).
5. Proses integrasi risiko dalam penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja & Anggaran Perusahaan (RKAP).

Dalam pelaksanaannya, perusahaan juga mengembangkan sistem informasi manajemen risiko yang mendukung digitalisasi proses pemantauan dan pelaporan risiko, serta meningkatkan efektivitas pengawasan manajemen terhadap eksposur risiko aktual dan potensial.

Melalui struktur yang jelas dan kebijakan yang adaptif, PT KAI berkomitmen untuk menjadikan manajemen risiko sebagai fondasi pengambilan keputusan strategis, serta sebagai alat pencipta nilai (*value creation*) yang berkelanjutan bagi seluruh pemangku kepentingan.

PENERAPAN MANAJEMEN RISIKO TAHUN 2024

Profil Risiko Utama Perusahaan RKAP Tahun 2024

Perusahaan telah menyusun Profil Risiko Utama Tahun 2024 melalui pendekatan *top-down* yang terintegrasi dengan proses penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024, bersama unit-unit kerja terkait. Risiko-risiko utama yang diidentifikasi merupakan risiko-risiko strategis dengan potensi dampak signifikan terhadap pencapaian sasaran perusahaan dalam RKAP Tahun 2024.

The risk management structure at PT KAI follows the **Three Lines Model** principle:

1. First Line (Operational Function)

Responsible for identifying, assessing, and managing risks in daily operations within each work unit.

2. Second Line (Risk and Compliance Function)

Formulates policies, coordinates activities, monitors compliance, and facilitates work units in implementing risk management.

3. Third Line (Internal Audit)

Conducts independent evaluations of the effectiveness of the risk management system and provides recommendations for continuous improvement.

PT KAI's risk management policy is updated periodically to adapt to changes in regulations, business operations, and external challenges. This policy encompasses the following aspects:

1. A risk management framework based on ISO 31000 and BUMN Ministerial Regulation No. 2 of 2023.
2. Risk classification and categorization (strategic, operational, financial, legal, and ESG).
3. Risk reporting and escalation mechanisms.
4. Determination of risk strategy (*Risk Limit, Risk Appetite, Risk Tolerance, Risk Capacity*).
5. Integration of risk management in preparing the Company's Long-Term Plan (RJPP) and the Company's Work Plan & Budget (RKAP).

To enhance the effectiveness of risk management, the company is also developing a risk management information system to support the digitalization of monitoring and reporting processes, thereby strengthening management oversight of actual and potential risk exposures.

With a clear structure and adaptive policies, PT KAI is dedicated to making risk management a cornerstone of strategic decision-making, serving as a tool for sustainable value creation for all stakeholders.

IMPLEMENTATION OF RISK MANAGEMENT IN 2024

Main Risk Profile of the Company for the 2024 RKAP

The Company has developed the Main Risk Profile for 2024 using a *top-down* approach integrated with the preparation of the Company's Work Plan and Budget (RKAP) for 2024. This process involved collaboration with relevant work units. The primary risks identified are strategic risks that could significantly impact the achievement of the company's targets outlined in the 2024 RKAP.

Penyusunan profil risiko ini juga telah mengakomodasi arahan pemegang saham sebagaimana tertuang dalam surat Menteri Badan Usaha Milik Negara Nomor S-491/MBU/09/2023 tentang Aspirasi Pemegang Saham dalam Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2025, tertanggal 29 September 2023.

The risk profile development has also incorporated the directives of shareholders as articulated in the letter from the Minister of State-Owned Enterprises (Number S-491/MBU/09/2023), which conveys Shareholder Aspirations in preparing the Company's Work Plan and Budget for 2025, dated September 29, 2023.

Tabel Profil Risiko Tahun 2024

Table of Risk Profile 2024

No	INHERENT		PENJELASAN / DESCRIPTION	RENCANA PERLAKUAN RISIKO / RISK TREATMENT PLAN	RESIDUAL	
	DMP	PROB			DMP	PROB
1			Kode Risiko: KE-1 / Risk Code: KE-1 Peristiwa Risiko: / Risk Event: Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana <i>sinking fund</i> yang dianggarkan. / The potential CDS needs borne by the company exceed the budgeted sinking fund. Penyebab: / Causes: a. <i>Cash Deficiency</i> meningkat karena kinerja keuangan KCIC baik itu bersumber dari penumpang maupun pembiayaan tidak sesuai dengan yang telah di programkan; / <i>Cash Deficiency</i> increases because KCIC's financial performance, both from passengers and financing, is not in accordance with what has been programmed; b. Tidak terealisasinya <i>sinking fund</i> sesuai yang dianggarkan akibat: / he sinking fund is not realized as budgeted due to: 1) kenaikan tarif angkutan batubara tidak terealisasi sesuai dengan yang dianggarkan akibat harga batubara turun; / the increase in coal transportation rates is not realized as budgeted due to falling coal prices; 2) ketidakpastian laba KAI 2023 dan nilai <i>unpaid dividen</i> 2023; / uncertainty of KAI's 2023 profit and the value of unpaid dividends in 2023; 3) ketidakpastian perolehan pendapatan dari BLU sebagai komponen pembentuk <i>sinking fund</i>. / uncertainty of income from BLU as a component forming the sinking fund. Dampak: / Impact: KAI harus mencari sumber pendanaan lain yang dimungkinkan bersumber dari bisnis eksisting KAI untuk memenuhi CDS. / KAI must seek other sources of funding that may come from KAI's existing business to meet CDS. Asumsi Perhitungan Dampak (KE-1): / Impact Calculation Assumptions (KE-1): Kebutuhan CDS melebihi <i>sinking fund</i> yang dianggarkan dimana selisihnya sebesar Rp256 M, BLU tidak terealisasi Rp436 M, dan KAI harus <i>inject</i> saldo minimum Rp385 M dengan total sebesar Rp1.079.434.724.000,- / The CDS requirement exceeds the budgeted sinking fund where the difference is Rp256 M, BLU is not realized Rp436 M, and KAI must inject a minimum balance of Rp385 M with a total of Rp1,079,434,724,000.	a. KAI harus mendorong KCIC untuk melakukan upaya maksimal dalam hal strategi pemasaran yang diharapkan dapat meningkatkan pendapatan KCIC baik dari tiket (<i>fare</i>) ataupun pendapatan di luar tiket (<i>non-fare</i>) dan mendorong KCIC memperbaiki struktur keuangan. Hal tersebut dapat dilakukan KAI dengan melalui pengawasan dan monitoring atas kinerja KCIC dalam penyelenggaraan KCJB secara periodik, serta untuk pembiayaan Perlu persetujuan pemegang saham apabila terdapat biaya KCIC melebihi yang telah dianggarkan; / KAI must encourage KCIC to make maximum efforts in terms of marketing strategies that are expected to increase KCIC's income from tickets (<i>fare</i>) or non-fare income and encourage KCIC to improve its financial structure. This can be done by KAI through supervision and monitoring of KCIC's performance in organizing KCJB periodically, and for financing. Shareholder approval is needed if there are KCIC costs exceeding those budgeted; b. Melakukan upaya koordinasi dan mendorong Pemerintah terkait percepatan kejelasan skema BLU pada angkutan batubara. / Making coordination efforts and encouraging the Government regarding the acceleration of the clarity of the BLU scheme for coal transportation. c. Perlu mengusulkan <i>support</i> pemerintah lainnya seperti penambahan komponen pembentuk <i>sinking fund</i> selain yang telah direncanakan dan/atau dan kebijakan untuk meningkatkan besaran komponen pembentuk <i>sinking fund</i> eksisting, antara lain dapat melalui: / It is necessary to propose other government support such as the addition of components forming a sinking fund other than those that have been planned and/or policies to increase the amount of components forming the existing sinking fund, including through: 1) Peningkatan margin atas penugasan Pemerintah pada PSO dan Subsidi Perintis, dimana atas selisih peningkatan margin tersebut dapat dialokasikan ke <i>sinking fund</i>; / Increasing the margin on the Government's assignment to PSO and Pioneer Subsidies, where the difference in the increase in the margin can be allocated to the sinking fund; 2) Kebijakan keringanan/pembebasan pembiayaan TAC yang diharapkan dapat meningkatkan laba sehingga berdampak pada peningkatan dividen ditahan yang merupakan komponen pembentuk sinking fund; / TAC financing relief/exemption policies that are expected to increase profits so that they have an impact on increasing retained dividends which are components forming the sinking fund; 3) Pemenuhan atas Kebutuhan IMO PT KAI. / Fulfillment of PT KAI's IMO needs.		

No	INHERENT		PENJELASAN / DESCRIPTION	RENCANA PERLAKUAN RISIKO / RISK TREATMENT PLAN	RESIDUAL	
	DMP	PROB			DMP	PROB
2			Kode Risiko: KE-2 / Risk Code: KE-2 Peristiwa Risiko: / Risk Event: Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP karena PMK/138 tidak terbit di tahun 2024. / The potential risk of TAC costs in the 2024 RKAP exceeding the costs budgeted in the RKAP because PMK/138 was not issued in 2024. Penyebab: / Causes: - Perubahan PMK 138 tahun 2021 tidak terealisasi pada tahun 2024 serta terjadi perubahan atas komitmen Pemerintah terhadap pembayaran TAC yang sudah disepakati karena pada tahun 2024 terjadi pergantian pemerintahan. / Changes to PMK 138 in 2021 were not realized in 2024 and there were changes to the Government's commitment to TAC payments that had been agreed upon because in 2024 there was a change of government. a. Besaran tarif SBPP menggunakan formula yang ditetapkan dalam PMK 138 tahun 2021 menghasilkan nilai yang tidak wajar karena terdapat pembebanan biaya depresiasi atas aset tanah dan aset yang tidak berhubungan dengan operasional KA. / The amount of the SBPP tariff using the formula stipulated in PMK 138 in 2021 resulted in an unreasonable value because there was a depreciation charge on land assets and assets that were not related to railway operations. b. Besaran FP melebihi 0,75. / The amount of FP exceeded 0.75. c. Belum terdapat pengaturan Pengenaan PNPB TAC sampai dengan Rp0,00 atau 0% untuk Badan Usaha penerima penugasan Proyek Strategis Nasional. / There is no regulation on the Imposition of PNPB TAC up to IDR 0.00 or 0% for Business Entities receiving National Strategic Project assignments. Dampak: / Impact: Peningkatan komponen biaya TAC melebihi nilai TAC pada perhitungan RKAP dimana TAC pada RKAP 2024 sebesar Rp1,35 T (sesuai TAC=100% IMO) menjadi sebesar Rp2,4T (sesuai PMK No 138/PMK.02/2021 dengan merujuk pada asumsi yang digunakan dalam prognosa TAC tahun 2023) / The increase in the TAC cost component exceeds the TAC value in the RKAP calculation where the TAC in the 2024 RKAP is IDR 1.35 T (according to TAC = 100% IMO) to Rp2.4 T (according to PMK No. 138 / PMK.02 / 2021 with reference to the assumptions used in the 2023 TAC prognosis) Asumsi Perhitungan Dampak (KE-2): / Impact Calculation Assumptions (KE-2): Perhitungan TAC pada tahun 2023 mengacu pada PMK 138 adalah sebesar 2,4 Triliun. Perusahaan telah menganggarkan sebesar Rp1,4 Triliun sehingga terdapat eksposur risiko sebesar Rp1 Triliun yang harus dibayarkan KAI kepada Pemerintah apabila perubahan PMK 138 tidak terbit di tahun 2024 / The TAC calculation in 2023 refers to PMK 138 which is Rp2.4 Trillion. The company has budgeted IDR 1.4 Trillion so that there is a risk exposure of IDR 1 Trillion that KAI must pay to the Government if the changes to PMK 138 are not issued in 2024	- Melakukan upaya mendorong dan mengusulkan percepatan penerbitan PMK 138 melalui koordinasi kepada berbagai pihak terutama Kementerian Lembaga yang berhubungan, serta menjaga agar rancangan atas perubahan PMK 138 tahun 2021 dapat memperhatikan keberlangsungan usaha PT KAI yang saat ini mendapat banyak penugasan strategis dari Pemerintah. / Making efforts to encourage and propose the acceleration of the issuance of PMK 138 through coordination with various parties, especially related Ministries and Institutions, and ensuring that the draft amendment to PMK 138 in 2021 can pay attention to the sustainability of PT KAI's business which currently receives many strategic assignments from the Government. - Koordinasi dalam bentuk surat menyurat dan pembahasan dengan Kementerian Perhubungan, Kementerian Keuangan, Kementerian BUMN dan Kementerian/ instansi/ lembaga terkait lainnya untuk perbaikan ketentuan agar: / Coordination in the form of correspondence and discussions with the Ministry of Transportation, Ministry of Finance, Ministry of SOEs and other related Ministries/agencies/institutions to improve the provisions so that: - Formula dalam perhitungan tarif SBPP tidak membebaskan biaya depresiasi atas aset tanah dan aset yang tidak berhubungan dengan operasional KA. / The formula in calculating the SBPP tariff does not charge depreciation costs for land assets and assets that are not related to train operations. - Besaran FP tidak melebihi 0,75. / The amount of FP does not exceed 0.75. - Terdapat pengaturan Pengenaan PNPB TAC sampai dengan Rp0,00 atau 0% untuk Badan Usaha penerima penugasan Proyek Strategis Nasional. / There are regulations for the Imposition of PNPB TAC of up to Rp0.00 or 0% for Business Entities receiving National Strategic Project assignments.		

No	INHERENT		PENJELASAN / DESCRIPTION	RENCANA PERLAKUAN RISIKO / RISK TREATMENT PLAN	RESIDUAL	
	DMP	PROB			DMP	PROB
3			Kode Risiko: KE-3 / Risk Code: KE-3 Peristiwa Risiko: / Risk Event: Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit. / Potential risk of failure to fulfill the State Capital Participation (PMN) worth IDR 2 trillion which will be used as additional capital deposit (equity) to PT KCI to fulfill the capex financing needs for the procurement of new and retrofit KRL facilities. Penyebab: / Cause: Belum adanya komitmen pemerintah dalam pemenuhan PMN sebesar Rp2 Triliun dalam rangka memenuhi kebutuhan sarana KRL, pada tahun 2024 akan terjadi perubahan pemerintahan, dengan adanya pergantian pemerintahan dimungkinkan memiliki perbedaan kebijakan. / There is no government commitment to fulfill PMN of IDR 2 trillion in order to fulfill the needs of KRL facilities, in 2024 there will be a change of government, with the change of government it is possible to have different policies. Dampak: / Impact: - PT KAI sebagai pemegang saham PT KCI mengalami kesulitan dalam penyediaan sumber pendanaan untuk memberikan setoran modal atas pemenuhan ekuitas PT KCI karena saat ini kapasitas keuangan masih terpengaruh oleh penugasan PSN diantaranya Proyek KCJB, dan Proyek LRT, serta <i>issue</i> strategis lainnya seperti IMO dan TAC. / PT KAI as a shareholder of PT KCI is experiencing difficulties in providing funding sources to provide capital deposits for the fulfillment of PT KCI's equity because currently the financial capacity is still affected by the assignment of PSN including the KCJB Project, and the LRT Project, as well as other strategic issues such as IMO and TAC. - Tidak terpenuhinya pendanaan ekuitas pengadaan KRL baru dan retrofit, sehingga dibutuhkan peningkatan <i>financing cost</i> PT KAI dan PT KCI dalam memenuhi kebutuhan dukungan pinjaman yang dapat mempengaruhi struktur permodalan perusahaan serta menurunkan tingkat kesehatan perusahaan karena beban keuangan meningkat. / Failure to fulfill equity funding for the procurement of new and retrofit KRL, so that an increase in financing costs for PT KAI and PT KCI is needed to meet the need for loan support which can affect the company's capital structure and reduce the company's health level because the financial burden increases. - Kesulitan pendanaan mengakibatkan penyediaan sarana siap operasi tidak berjalan sesuai dengan waktu yang di ditentukan. / Funding difficulties resulted in the provision of ready-to-operate facilities not running according to the specified time. Asumsi Perhitungan Dampak (KE-3): / Impact Calculation Assumptions (KE-3): Kebutuhan pendanaan KCI yang jatuh tempo pada tahun 2024 atas pengadaan sarana KRL dengan rincian: / KCI funding needs due in 2024 for the procurement of KRL facilities with details: - atas Pengadaan KRL baru INKA 16 TS sebesar Rp574.499.998.800,- / for the Procurement of new INKA KRL 16 TS amounting to Rp574,499,998,800 - atas Pengadaan KRL retrofit INKA 19 TS sebesar Rp835.511.129.742,- / for the Procurement of retrofit INKA KRL 19 TS amounting to Rp835,511,129,742 - atas Pengadaan KRL baru Impor (asumsi awal) 3 TS sebesar Rp676.800.000.000,- (proposal JReast 30 Juni 2023). / for the Procurement of new Imported KRL (initial assumption) 3 TS amounting to Rp676,800,000,000 (JReast proposal June 30, 2023). Pemenuhan pendanaan tersebut di atas menggunakan: / The fulfillment of the above funding uses: - PMN sebesar Rp2.000.000.000.000, / PMN amounting to Rp2,000,000,000,000 - sisa kebutuhan pendanaan sebesar Rp86.811.128.542,- akan dipenuhi dari pinjaman perbankan oleh KCI sehingga apabila PMN sebesar Rp2 Triliun dari pemerintah tidak terealisasi maka KAI dimungkinkan menanggung kebutuhan pendanaan KCI melalui setoran modal/SHL sebesar Rp2 Triliun. / The remaining funding requirement of Rp86,811,128,542 will be met from bank loans by KCI so that if the PMN of Rp2 trillion from the government is not realized, then KAI will be able to cover KCI's funding requirement through capital deposits/SHL of Rp2 trillion.	a. Perlu berupaya semaksimal mungkin untuk mendapatkan komitmen pemerintah berupa diterbitkannya peraturan pemerintah terkait pemberian PMN kepada PT KAI dalam rangka peningkatan pelayanan penumpang KRL Jabodetabek dengan melakukan koordinasi secara intensif dengan Kementerian BUMN, Kemenko Marves maupun Kementerian Keuangan atas perkembangan usulan PMN Pengadaan KRL yang akan digunakan untuk pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit serta memenuhi seluruh kelengkapan dokumen yang dipersyaratkan. / Perlu berupaya semaksimal mungkin untuk mendapatkan komitmen pemerintah berupa diterbitkannya peraturan pemerintah terkait pemberian PMN kepada PT KAI dalam rangka peningkatan pelayanan penumpang KRL Jabodetabek dengan melakukan koordinasi secara intensif dengan Kementerian BUMN, Kemenko Marves maupun Kementerian Keuangan atas perkembangan usulan PMN Pengadaan KRL yang akan digunakan untuk pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit serta memenuhi seluruh kelengkapan dokumen yang dipersyaratkan. b. Perlu dilakukan evaluasi rencana pengadaan sarana KRL secara bertahap dengan mempertimbangkan kemampuan keuangan perusahaan. / Perlu dilakukan evaluasi rencana pengadaan sarana KRL secara bertahap dengan mempertimbangkan kemampuan keuangan perusahaan.		

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	DMP	PROB			DMP	PROB
4			Kode Risiko: KE-4 / Risk Code: KE-4 Peristiwa Risiko: / Risk Event: Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian prasarana. / The potential value of Government compensation for IMO received by KAI does not match the Company's needs to cover the costs of infrastructure maintenance and operation. Penyebab: / Cause: a. Alokasi DIPA untuk IMO yang dianggarkan oleh pemerintah tidak sesuai dengan kebutuhan biaya perawatan dan pengoperasian prasarana; / The allocation of DIPA for IMO budgeted by the government does not match the needs of infrastructure maintenance and operation costs; b. Revisi atas Perpres 53 tahun 2012 belum terealisasi di tahun 2024. / The revision of Presidential Regulation 53 of 2012 has not been realized in 2024. Dampak: / Impact: KAI menanggung sebagian besar atau seluruhnya biaya perawatan dan pengoperasian Prasarana/IMO yang seharusnya menjadi kewajiban pemerintah. / KAI bears most or all of the costs of infrastructure/IMO maintenance and operation that should be the government's obligation. Asumsi Perhitungan Dampak (KE-4): / Impact Calculation Assumption (KE-4): Kebutuhan IMO sesuai dengan Kajian pada tahun 2023 adalah sebesar Rp4.430.158.000.000,-. Bila diasumsikan Kontrak IMO hanya sebesar Rp1.441.000.000.000,-(sesuai alokasi DIPA)maka sisanya adalah kebutuhan atas IMO yang tidak dipenuhi oleh Pemerintah dan akan menjadi beban oleh KAI sebesar Rp2.989.158.000.000,-. / The need for IMO according to the Study in 2023 is Rp4,430,158,000,000. If it is assumed that the IMO Contract is only Rp1,441,000,000,000,- (according to the DIPA allocation) then the remainder is the need for IMO that is not met by the Government and will be a burden on KAI amounting to Rp2,989,158,000,000,-.	a. Melakukan negosiasi kesepakatan antara Perusahaan dan Kementerian Perhubungan agar Kontrak tetap bisa dilakukan walaupun nilai DIPA dibawah nilai kebutuhan perusahaan namun dengan catatan kekurangan atas IMO dapat diperlakukan sebagai utang oleh Pemerintah dan dapat dibayarkan menggunakan APBN tahun; / Negotiating an agreement between the Company and the Ministry of Transportation so that the Contract can still be carried out even though the DIPA value is below the company's needs, but with the note that the shortfall in IMO can be treated as debt by the Government and can be paid using the State Budget for the year; b. Melakukan upaya koordinasi, pemantauan serta mendorong percepatan terhadap rencana revisi Perpres 53 tahun 2012 kepada seluruh stakeholder terkait. / Making efforts to coordinate, monitor and encourage acceleration of the planned revision of Presidential Regulation 53 of 2012 to all relevant stakeholders.		
5			Kode Risiko: OP-1/ Risk Code: OP-1 Peristiwa Risiko: / Risk Event: Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati. / Potential inability of private partners to meet agreed transport capacity targets. Penyebab: / Cause: Belum adanya komitmen jangka panjang dari mitra dalam bentuk kontrak. / There is no long-term commitment from partners in the form of contracts. Dampak: / Impact: Diasumsikan dari 13 mitra tahun 2024, terdapat 2 mitra yang kemungkinan tidak dapat memenuhi target karena belum menandatangani kontrak jangka panjang dengan total tonase secara keluruhan dari 2 mitra tersebut pada tahun 2024 sebesar 4,9 juta ton. Sehingga perserntase pengaruh pada kehilangan pendapatan perusahaan sebesar 9,2% dari total target pendapatan (9,2% dari 10,58 Triliun adalah sebesar 933 Milyar). / It is assumed that out of 13 partners in 2024, there are 2 partners who are likely to be unable to meet the target because they have not signed a long-term contract with a total tonnage of 4.9 million tons from the 2 partners in 2024. So that the percentage of influence on the company's revenue loss is 9.2% of the total revenue target (9.2% of 10.58 trillion is 933 billion). Asumsi Perhitungan Dampak (OP-1): / Impact Calculation Assumption (OP-1): Diasumsikan dari 13 mitra tahun 2024, terdapat 2 mitra yang kemungkinan tidak dapat memenuhi target karena belum menandatangani kontrak jangka panjang dengan total tonase secara keluruhan dari 3 mitra tersebut pada tahun 2024 sebesar 6,9 juta ton. Sehingga perserntase pengaruh pada kehilangan pendapatan perusahaan sebesar 9,2% dari total target pendapatan (9,2% dari 10,9 Triliun adalah sebesar 968 Milyar). / It is assumed that out of 13 partners in 2024, there are 2 partners who are likely to be unable to meet the target because they have not signed a long-term contract with a total tonnage of 6.9 million tons from the 3 partners in 2024. So the percentage of influence on the company's revenue loss is 9.2% of the total revenue target (9.2% of 10.9 trillion is 968 billion).	Melakukan negosiasi dan memastikan mitra memberikan komitmen jangka panjang melalui kesepakatan kontrak jangka panjang dengan seluruh mitra dengan target kontrak minimum 10 tahun. / Conduct negotiations and ensure partners provide long-term commitment through long-term contract agreements with all partners with a minimum contract target of 10 years.		

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	DMP	PROB			DMP	PROB
6			Kode Risiko: OP-2 / Risk Code: OP-2 Peristiwa Risiko: / Risk Event: Potensi frekuensi perjalanan LRT Jabodetabek lebih sedikit dibandingkan dengan proyeksi pada <i>Feasibility Study</i> (FS) awal. / The potential frequency of Jabodetabek LRT trips is less than the projection in the initial Feasibility Study (FS). Penyebab: / Causes: a. Terjadinya keausan roda yang lebih cepat (Rasio kekerasan antara roda dengan rel 0,66 sd 0,77 (seharusnya 0,9 sd 1)); / Faster wheel wear (Ratio of hardness between wheels and rails 0.66 to 0.77 (should be 0.9 to 1)); b. Kecepatan rata-rata lebih lambat akibat banyaknya lengkung dibawah 100 m yang tidak sesuai standard perkeretapiannya. / Slower average speed due to the large number of curves below 100 m that do not meet railway standards. Dampak: / Impact: a. Terdapat potensi pendapatan yang hilang karena operasional terganggu; / There is potential for lost revenue due to disrupted operations; b. Meningkatnya keluhan pelanggan baik secara langsung maupun di media sosial yang dapat menurunkan reputasi perusahaan. / Increased customer complaints both directly and on social media which can reduce the company's reputation. Asumsi Perhitungan Dampak (OP-2): / Impact Calculation Assumption (OP-2): Tidak tercapainya pendapatan penumpang yang berdampak pada rugi pada laba/rugi segmen LRT. Diasumsikan kerugian atas <i>opportunity cost</i> dari pendapatan yang seharusnya didapatkan dengan 27 Frekuensi sesuai FS menjadi hanya 8 frekuensi akibat keausan roda. / Passenger revenue is not achieved which has an impact on losses in the LRT segment's profit/loss. It is assumed that the loss of opportunity cost from revenue that should have been obtained with 27 Frequencies according to FS becomes only 8 frequencies due to wheel wear.	a. Perlu dilakukan pengadaan keping roda dengan peningkatan kekerasan sesuai dengan standar rasio kekerasan; / It is necessary to procure wheel pieces with increased hardness according to the hardness ratio standard; b. Perlu percepatan penggunaan LAU (Lubricant Application Unit) system untuk mengurangi tingkat keausan roda; / It is necessary to accelerate the use of the LAU (Lubricant Application Unit) system to reduce the level of wheel wear; c. Perlu dilakukan penambahan nilai pelebaran & kontrol nilai pertinggian pada lengkung R < 150 m. / It is necessary to add widening values & control the height value on the R < 150 m curve.		
7			Kode Risiko: OP-3 / Risk Code: OP-3 Peristiwa Risiko: / Risk Event: Potensi tidak terjadi kesepakatan perhitungan BBM <i>surcharge</i> antara PT BA dengan PT KAI. / Potential for no agreement on fuel surcharge calculation between PT BA and PT KAI. Penyebab: / Cause: Terjadi <i>dispute</i> terkait penentuan <i>surcharge</i> harga BBM, dimana saat ini harga BBM yang diterapkan pada PT BA mengacu pada harga BBM industri yang lebih kecil dari KAI. / A dispute occurred regarding the determination of fuel surcharge prices, where currently the fuel price applied to PT BA refers to the industrial fuel price which is lower than KAI. Dampak: / Impact: Potensi pendapatan atas <i>fuel surcharge</i> yang tidak terealisasi di tahun 2024. / Potential revenue from fuel surcharge that is not realized in 2024. Asumsi Perhitungan Dampak (OP-3): / Impact Calculation Assumption (OP-3): KAI tidak menerima pendapatan dari BBM <i>surcharge</i> dengan asumsi 80% dari total target penerimaan BBM <i>surcharge</i> merupakan porsi PT BA (80% x Rp725 Miliar). / KAI does not receive revenue from fuel surcharge with the assumption that 80% of the total target for fuel surcharge revenue is PT BA's portion (80% x IDR 725 billion).	a. Melakukan upaya-upaya negosiasi kepada PT Patra Niaga agar bisa memberikan harga yang sama dengan yang diberikan kepada PT BA melalui Mind ID; / Conducting negotiation efforts to PT Patra Niaga so that they can provide the same price as that given to PT BA through Mind ID; b. Pendekatan strategis kepada Pemerintah dalam hal ini Kementerian BUMN dimana diupayakan penerapan harga BBM batubara di KAI sama dengan yang diterapkan pada PT BA. / Strategic approach to the Government in this case the Ministry of SOEs where efforts are made to implement the price of coal fuel at KAI the same as that applied to PT BA.		

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	DMP	PROB			DMP	PROB
8			Kode Risiko: KE-5 / Risk Code: KE-5 Peristiwa Risiko: / Risk Event: Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of rupiah exchange rate against foreign currency (forex) in 2024 RKAP Penyebab: / Cause: Peningkatan kewajiban KAI dalam mata uang asing (valas) yang tidak diimbangi dengan peningkatan Pendapatan KAI dalam mata uang asing (valas). / Increase in KAI's liabilities in foreign currency (forex) which is not balanced by increase in KAI's Revenue in foreign currency (forex). Dampak: / Impact: Peningkatan biaya pada RKAP 2024 untuk mencover selisih nilai tukar atas beberapa pembiayaan dalam mata uang asing di tahun 2024 / Increase in costs in 2024 RKAP to cover exchange rate differences for several financing in foreign currency in 2024 Asumsi Perhitungan Dampak (KE-5): / Impact Calculation Assumption (KE-5): a. Terdapat peningkatan kewajiban KAI dalam mata uang asing yaitu pinjaman CDB untuk pendanaan cost overrun proyek KCJB sebesar USD542.700.000,- dimana pendapatan KAI dalam mata uang asing cenderung tetap, sehingga terdapat kewajiban dalam mata uang asing yang tidak tercover dari <i>natural hedging</i>. pada RKAP 2024 asumsi nilai tukar rupiah terhadap USD adalah USD1 = Rp15.000,- nilai dampak menggunakan asumsi nilai tukar rupiah terhadap USD adalah USD1 = Rp16.000,- / There is an increase in KAI's liabilities in foreign currency, namely CDB loans for financing the cost overrun of the KCJB project of USD542,700,000, - where KAI's revenue in foreign currency tends to remain, so that there are liabilities in foreign currency that are not covered by natural hedging in the 2024 RKAP the assumption of the rupiah exchange rate against the USD is USD1 = Rp15,000 the impact value using the assumption of the rupiah exchange rate against the USD is USD1 = Rp16,000,- b. Exposure terhadap Pembelian 54 Lokomotif di 2024; / Exposure to the Purchase of 54 Locomotives in 2024; c. Eksposur terhadap pembelian KRL baru impor. / Exposure to the purchase of new imported KRL.	a. Melakukan upaya peningkatan pendapatan dalam mata uang asing (valas) agar terbentuk <i>natural hedging</i> atas exposure nilai tukar; / Making efforts to increase revenue in foreign currency (forex) to form a natural hedge against exchange rate exposure; b. Melakukan hedging atas exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024. / Hedging the rupiah exchange rate exposure against foreign currency (forex) in the 2024 RKAP.		
9			Kode Risiko: OP-4 / Risk Code: OP-4 Peristiwa Risiko: / Risk Event: Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel. / Potential temporary cessation of train operations on the Sumbagsel coal transportation route. Penyebab: / Causes: a. <i>Human error</i> yang dilakukan oleh petugas pengoperasian dan perawatan prasarana; / Human error committed by infrastructure operation and maintenance officers; b. Adanya prasarana eksisting yang sudah tidak andal sehingga mengakibatkan beberapa lokasi di sepanjang jalur yang dilewati oleh angkutan batubara di sumbagsel menjadi rawan terhadap KKA; / Existing infrastructure that is no longer reliable, causing several locations along the route passed by coal transportation in Sumbagsel to be vulnerable to KKA; c. Masih terdapat beberapa titik rawan akibat gangguan alam di lintas perjalanan KA. / There are still several vulnerable points due to natural disturbances on the train's route. Dampak: / Impact: a. Publisitas negatif dan penurunan reputasi perusahaan; / Negative publicity and decline in the company's reputation; b. Kerugian finansial dari sisi biaya dan <i>opportunity loss</i>. / Financial losses in terms of costs and opportunity loss. Asumsi Perhitungan Dampak (OP-4): / Impact Calculation Assumptions (OP-4): Diasumsikan 1 kali anjlokkan yang berpotensi menghentikan operasional KA Sumbagsel selama 1,5 hari dengan maksimal 5 kali anjlokkan. / Assumed 1 derailment that has the potential to stop the Sumbagsel train operation for 1.5 days with a maximum of 5 derailments.	a. Dilakukan pembinaan dan pengawasan pekerja secara berkala dan intensif; / Conduct regular and intensive employee coaching and supervision; b. Memastikan perawatan prasarana dilakukan normalisasi perawatan atau reinvestasi sehingga diharapkan keandalan prasarana selalu terjaga; / Ensure that infrastructure maintenance is carried out through maintenance normalization or reinvestment so that infrastructure reliability is expected to always be maintained; c. Memastikan dengan melakukan pengawasan terhadap prasarana di titik-titik rawan akibat gangguan alam. / Ensure by conducting supervision of infrastructure at points vulnerable to natural disturbances.		

Indikator Warna / Color Indicator	Tingkat Dampak Risiko / Risk Impact Level	Tingkat Probabilitas Risiko / Risk Probability Level
	Sangat Rendah / Very Low	Sangat Jarang Terjadi / Very Rare
	Rendah / Low	Jarang Terjadi / Rare
	Moderat / Moderate	Bisa Terjadi / Likely to Happen
	Tinggi / High	Sangat Mungkin Terjadi / Very Likely to Happen
	Sangat Tinggi / Very High	Hampir Pasti Terjadi / Most Likely to Happen

Monitoring Pelaksanaan Mitigasi Risiko Utama RKAP 2024

Sebagai bagian dari upaya pemantauan efektivitas pengelolaan risiko, perusahaan melakukan evaluasi terhadap tingkat risiko residual aktual (realisasi) dibandingkan dengan target risiko residual yang telah ditetapkan untuk periode Tahun 2024. Evaluasi ini bertujuan untuk mengetahui sejauh mana upaya mitigasi yang telah dilakukan berhasil menurunkan tingkat risiko sesuai dengan sasaran yang diharapkan, serta mengidentifikasi adanya deviasi yang memerlukan perhatian dan tindak lanjut lebih lanjut. Penilaian dilakukan berdasarkan dua parameter utama, yaitu dampak (impact) dan probabilitas (likelihood) dari masing-masing peristiwa risiko. Kedua parameter tersebut kemudian digunakan untuk menghitung skala risiko residual total, baik dari sisi skoring maupun nilai finansialnya dalam bentuk eksposur risiko. Dengan melakukan perbandingan antara realisasi dan target ini, perusahaan dapat secara objektif menilai efektivitas tindakan mitigasi yang telah diimplementasikan serta merumuskan strategi penguatan ke depan apabila diperlukan. Data kuantitatif dan kualitatif yang digunakan dalam evaluasi ini juga menjadi dasar dalam menyusun rekomendasi untuk peningkatan proses pengendalian risiko di periode selanjutnya.

Adapun rincian perbandingan realisasi dan target risiko residual untuk periode tahun 2024 disajikan dalam tabel berikut:

Monitoring Implementation of 2023 RKAP Main Risk Mitigation

As part of the effort to monitor the effectiveness of risk management, the company evaluates the actual residual risk level (realization) compared to the residual risk target that has been set for the 2024 period. This evaluation aims to determine the extent to which the mitigation efforts that have been carried out have succeeded in reducing the risk level in accordance with the expected targets, as well as identifying deviations that require further attention and follow-up. The assessment is carried out based on two main parameters, namely the impact and probability of each risk event. These two parameters are then used to calculate the total residual risk scale, both in terms of scoring and its financial value in the form of risk exposure. By comparing the realization and target, the company can objectively assess the effectiveness of the mitigation actions that have been implemented and formulate future strengthening strategies if necessary. The quantitative and qualitative data used in this evaluation also form the basis for compiling recommendations for improving the risk control process in the following period.

The details of the comparison of realization and residual risk targets for the 2024 period are presented in the following table:

No	Peristiwa Risiko / Risk Event	Skala Risiko Residual Tahun 2024 / Residual Risk Scale in 2024						Nilai Risiko Residual Tahun 2024 / Residual Risk Value In 2024				Exposure Risiko Tahun 2024 (Miliar) / Risk Exposure in 2024 (billion)	
		Dampak / Impact		Probabilitas / Probability		Skala Risiko Total / Total Risk Scale		Dampak (Miliar) / Impact (billion)		Probabilitas (%) / Probability (%)		Target	Real
		Target	Real	Target	Real	Target	Real	Target	Real	Target	Real		
1	Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana sinking fund yang dianggarkan / The potential CDS needs borne by the company exceed the budgeted sinking fund.	2	2	1	1	5	5	227,8	227,8	20%	10%	45,6	22,8
2	Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP karena PMK/138 tidak terbit di tahun 2024 / The potential risk of TAC costs in the 2024 RKAP exceeding the costs already budgeted in the RKAP because PMK/138 was not issued in 2024.	3	1	1	1	10	1	500	30	10%	5%	50	1,5

No	Peristiwa Risiko / Risk Event	Skala Risiko Residual Tahun 2024 / Residual Risk Scale in 2024						Nilai Risiko Residual Tahun 2024 / Residual Risk Value In 2024				Exposure Risiko Tahun 2024 (Miliar) / Risk Exposure in 2024 (billion)	
		Dampak / Impact		Probabilitas / Probability		Skala Risiko Total / Total Risk Scale		Dampak (Miliar) / Impact (billion)		Probabilitas (%) / Probability (%)		Target	Real
		Target	Real	Target	Real	Target	Real	Target	Real	Target	Real		
3	Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit / The potential risk of not fulfilling the State Capital Participation (PMN) worth IDR 2 trillion which will be used as additional capital deposits (equity) to PT KCI to fulfill the need for capex financing for the procurement of new and retrofitted KRL facilities.	4	1	1	1	15	1	1.600	0	5%	1%	80	0
4	Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian Prasarana / The potential value of the Government's compensation for the IMO received by KAI does not meet the Company's needs to cover the costs of maintaining and operating the infrastructure.	4	3	1	1	15	10	1.989	1.000	5%	5%	99,5	50
5	Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati / Potential inability of private partners to meet agreed transport capacity targets	2	1	1	1	5	1	484	100	20%	5%	96,8	5
6	Potensi frekuensi perjalanan LRT Jabodebek lebih sedikit dibandingkan dengan proyeksi pada Feasibility Studi (FS) awal / The potential frequency of Jabodebek LRT trips is less compared to projections in the initial Feasibility Study (FS).	1	1	2	2	2	2	157	50	25%	10%	39,3	5
7	Potensi tidak terjadi kesepakatan perhitungan BBM surcharge antara PT BA dengan PT KAI / Potential for no agreement on fuel surcharge calculations between PT BA and PT KAI	1	1	2	2	2	2	56,6	56,6	25%	20%	14	11
8	Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of the rupiah exchange rate to foreign currencies (forex) in the 2024 RKAP	1	1	2	2	2	2	24	10	5%	3%	1,2	0,3
9	Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel / Potential temporary cessation of train operations on the Sumbagsel coal transportation route	2	2	1	1	5	5	64,6	50	10%	10%	6,5	5

Penilaian Efektivitas Perlakuan Risiko Tahun 2024

Penilaian efektivitas perlakuan risiko dilakukan untuk mengevaluasi sejauh mana tindakan mitigasi yang telah dilaksanakan mampu menurunkan tingkat eksposur risiko sesuai dengan target yang telah ditetapkan. Evaluasi ini mencakup perbandingan antara eksposur risiko yang ditargetkan dengan realisasi aktual (*actual exposure*) selama tahun 2024.

Parameter yang digunakan dalam penilaian mencakup nilai eksposur risiko (dalam satuan miliar rupiah), baik sebelum maupun sesudah tindakan mitigasi, serta kesesuaian terhadap hasil yang diharapkan. Efektivitas mitigasi kemudian dikategorikan ke dalam beberapa kriteria, seperti "Efektif", "Cukup Efektif", atau "Tidak Efektif", berdasarkan perbandingan tersebut. Penilaian ini tidak hanya menjadi alat

Risk Treatment Effectiveness Assessment in 2024

The assessment of risk treatment effectiveness is carried out to evaluate the extent to which the mitigation actions that have been implemented are able to reduce the level of risk exposure in accordance with the targets that have been set. This evaluation includes a comparison between the targeted risk exposure and the actual realization during 2024.

The parameters used in the assessment include the risk exposure value (in billions of rupiah), both before and after the mitigation action, as well as the suitability of the expected results. Mitigation effectiveness is then categorized into several criteria, such as "Effective", "Quite Effective", or "Ineffective", based on this comparison. This assessment is not only a measuring tool for the success of

ukur keberhasilan penanganan risiko, tetapi juga menjadi dasar untuk melakukan penyesuaian strategi pengelolaan risiko ke depan, termasuk perbaikan pada desain mitigasi atau penguatan implementasi di lapangan.

Rekapitulasi hasil penilaian efektivitas perlakuan risiko sampai dengan akhir Tahun 2024 disajikan dalam tabel berikut:

risk management, but also a basis for making adjustments to future risk management strategies, including improvements to mitigation design or strengthening implementation in the field.

A recapitulation of the results of the risk treatment effectiveness assessment until the end of 2024 is presented in the following table:

No	Peristiwa Risiko / Risk Event	Exposure Risiko Tahun 2024 (Miliar) / Risk Exposure in 2024 (billion)		Penilaian Efektivitas Perlakuan Risiko / Assessment of Risk Treatment Effectiveness
		Target	Real	
1	Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana sinking fund yang dianggarkan / The potential CDS needs borne by the company exceed the budgeted sinking fund.	45,6	22,8	Efektif / Effective
2	Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP / Potential risk of TAC costs in the 2024 RKAP exceeding costs already budgeted in the RKAP	50	1,5	Efektif / Effective
3	Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit / The potential risk of not fulfilling the State Capital Participation (PMN) worth Rp2 trillion which will be used as additional capital deposits (equity) to PT KCI to fulfill the need for capex financing for the procurement of new and retrofitted KRL facilities.	80	0	Efektif / Effective
4	Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian Prasarana / The potential value of the Government's compensation for the IMO received by KAI does not meet the Company's needs to cover the costs of maintaining and operating the infrastructure.	99,5	50	Efektif / Effective
5	Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati / Potential inability of private partners to meet agreed transport capacity targets	96,8	5	Efektif / Effective
6	Potensi frekuensi perjalanan LRT Jabodebek lebih sedikit dibandingkan dengan proyeksi pada Feasibility Studi (FS) awal / The potential frequency of Jabodebek LRT trips is less compared to projections in the initial Feasibility Study (FS).	39,3	5	Efektif / Effective
7	Potensi tidak terjadi kesepakatan perhitungan BBM surcharge antara PT BA dengan PT KAI / Potential for no agreement on fuel surcharge calculations between PT BA and PT KAI	14	11	Efektif / Effective
8	Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of the rupiah exchange rate to foreign currencies (forex) in the 2024 RKAP	1,2	0,3	Efektif / Effective
9	Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel / Potential temporary cessation of train operations on the Sumbagsel coal transportation route	6,5	5	Efektif / Effective

PETA RISIKO UTAMA PERUSAHAAN TRIWULAN I TAHUN 2025

Untuk memberikan visualisasi yang lebih komprehensif terhadap posisi risiko utama perusahaan, dilakukan pemetaan terhadap seluruh risiko berdasarkan dua parameter utama, yaitu tingkat probabilitas (kemungkinan terjadinya) dan dampak (besarnya konsekuensi jika terjadi). Peta risiko ini disusun menggunakan pendekatan matriks 5x5 yang mencerminkan tingkat keparahan risiko dari skala rendah hingga sangat tinggi.

THE COMPANY'S MAIN RISK MAP IN THE FIRST QUARTER OF 2025

To provide a clearer visualization of the company's primary risk position, we have conducted a mapping of all risks based on two key parameters: the level of probability (likelihood of occurrence) and impact (magnitude of consequences if the risk occurs). This risk map utilizes a 5x5 matrix approach, which reflects the severity of the risks, ranging from low to very high.

Adapun visualisasi lengkap atas pemetaan risiko utama perusahaan pada tahun 2024 disajikan dalam tabel berikut:

The complete visualization of the company's main risk mapping for 2024 is presented in the table below:

PROBABILITAS / PROBABILITY	Hampir Pasti Terjadi / Most Likely to Occur 5	7	12	17	22	25
	Sangat Mungkin Terjadi / Very Likely to Occur 4	4	9	14 OP-3	19	24 KE-1 OP-2
	Bisa Terjadi / Likely to Occur 3	3	8	13 KE-5 OP-4	18	23 KE-3 KE-4 OP-1
	Jarang Terjadi / Rarely Occur 2	2 OP-2 OP-3 KE-5	6	11	16	21
	Sangat Jarang Terjadi / Very Rarely Occur 1	1 KE-2 KE-3 OP-1	5 KE-1 OP-4	10 KE-4	15	20
Inherent Risk 2024		Sangat Rendah / Very Low 1	Rendah / Low 2	Moderat / Moderate 3	Tinggi / High 4	Sangat Tinggi / Very High 5
Residual Risk 2024		DAMPAK / IMPACT				

MATURITAS MANAJEMEN RISIKO

Pada tahun 2024 dilakukan pengukuran indeks maturitas risiko atau *Risk Maturity Index* (RMI) penerapan sistem manajemen risiko untuk periode tahun 2023 oleh Kantor Perwakilan Pengawas Keuangan dan Pembangunan (BPKP) Provinsi Jawa Barat. Berdasarkan Laporan Hasil Penilaian Risk Maturity Index pada PT Kereta Api Indonesia (Persero) Tahun 2023 Nomor: PE.09.03/LHP-592/PW10/4.1/2024 hasil pengukuran atas tingkat maturitas penerapan manajemen risiko PT Kereta Api Indonesia (Persero) berada di Fase Praktik Yang Baik (*Good Practice Phase*) dengan skor sebesar 2,98.

RISK MANAGEMENT MATURITY

In 2024, the Risk Maturity Index (RMI) was assessed by the Representative Office of the Financial and Development Supervisory Agency (BPKP) of West Java Province for the implementation of the risk management system during 2023. According to the Risk Maturity Index Assessment Results Report for PT Kereta Api Indonesia (Persero) in 2023 (Report No. PE.09.03/LHP-592/PW10/4.1/2024), the maturity level of the risk management implementation at PT Kereta Api Indonesia (Persero) is categorized as Good Practice, with a score of 2.98.

EVALUASI ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Dalam rangka mendukung peningkatan kualitas penerapan manajemen risiko yang efektif, adaptif, dan mampu memberikan perlindungan serta menciptakan nilai bagi perusahaan, dilakukan penilaian peringkat komposit risiko secara berkala. Penilaian ini dilaksanakan melalui mekanisme self-assessment, sesuai ketentuan dalam Petunjuk Teknis Pelaporan Manajemen Risiko BUMN yang diatur dalam Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN No. SK-7/DKU.MBU/10/2023.

EVALUATION OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

To enhance the quality of effective and adaptive risk management that can protect and create value for the company, a periodic risk composite rating assessment is conducted. This assessment employs a self-assessment mechanism in accordance with the Technical Instructions for Reporting State-Owned Enterprises (SOE) Risk Management, as outlined in the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs No. SK-7/DKU.MBU/10/2023.

Perhitungan peringkat komposit risiko mencakup dua dimensi utama:

1. Kualitas Penerapan Manajemen Risiko, yang mencerminkan efektivitas proses dan tata kelola risiko yang diterapkan perusahaan.
2. Kinerja Risiko terhadap Target Perusahaan, yaitu tingkat kontribusi manajemen risiko dalam mendukung pencapaian sasaran kinerja strategis.

The composite risk rating calculation focuses on two main dimensions:

1. Quality of Risk Management Implementation, which reflects the effectiveness of the risk processes and governance employed by the company.
2. Risk Performance to Company Targets, which is the contribution of risk management to achieving strategic performance targets.

Pada Triwulan I Tahun 2025, perusahaan telah melaksanakan proses penilaian terhadap kedua dimensi tersebut untuk memperoleh gambaran menyeluruh atas posisi tingkat maturitas dan efektivitas pengelolaan risiko yang ada.

1. Pembobotan Indikator Kualitas Penerapan Manajemen Risiko

Perhitungan atas indikator kualitas penerapan manajemen risiko dilakukan dengan mengacu pada 9 risiko utama yang telah ditetapkan dalam RKAP Tahun 2024. Berdasarkan hasil evaluasi, skor akhir kualitas penerapan manajemen risiko perusahaan untuk periode Tahun 2024 berada pada **kategori "Satisfactory"** dengan nilai skor sebesar **87,3**. Skor ini memberikan gambaran awal bagi perusahaan dalam menetapkan langkah perbaikan berkelanjutan, khususnya untuk meningkatkan kualitas tata kelola risiko ke jenjang yang lebih optimal di tahun-tahun berikutnya.

Rincian hasil pembobotan indikator tersebut disajikan dalam Tabel berikut.

No	Indikator / Indicator	Bobot / Value	Hasil Penilaian / Assessment Result	Skor Penilaian / Assessment Score
1	Pencapaian Nilai Eksposur Risiko dibandingkan dengan target Risiko Residual / Achievement of Risk Exposure Values compared to Residual Risk Targets	30%	90	27
2	Pencapaian output pelaksanaan kegiatan perlakuan Risiko sesuai dengan target / Achievement of risk treatment activity outputs in accordance with the target	20%	86,7	17,3
3	Realisasi anggaran pelaksanaan kegiatan perlakuan Risiko sesuai dengan anggaran / Budget realization for risk treatment activities in accordance with the budget	20%	80	16
4	Ketepatan Penilaian Risiko / Accuracy of Risk Assessment	30%	90	27
Jumlah / Total				87,3

In the first quarter of 2025, the company conducted an assessment for both dimensions to gain a comprehensive understanding of the maturity level and effectiveness of the existing risk management practices.

1. Weighting of Risk Management Implementation Quality Indicators

The evaluation of risk management implementation quality indicators is based on the nine primary risks defined in the 2024 RKAP (Annual Work Plan and Budget). The results of this evaluation reveal that the company's final score for risk management implementation quality in 2024 is in the **"Satisfactory"** category, with a score of **87.3**. This score serves as a valuable baseline for the company to identify areas for continuous improvement, particularly in enhancing the quality of risk governance to achieve a more optimal level in the coming years.

Detailed results of the indicator weighting are presented in the following table.

2. Pembobotan Indikator Pencapaian Kinerja

Pembobotan indikator pencapaian kinerja perusahaan pada Triwulan I 2025 menggunakan data yang ditarik per minggu ketiga bulan April 2025. Adapun pada Triwulan I 2025 skor penilaian kinerja pada level **"cukup"** dengan nilai sebesar 87.

2. Weighting of Performance Achievement Indicators

The weighting of the company's performance achievement indicators for the first quarter of 2025 is based on data collected during the third week of April 2025. In this quarter, the performance assessment score was categorized as "sufficient," with a value of 87.

No	Indikator / Indicator	Bobot / Value	Hasil Penilaian / Assessment Result	Skor Penilaian / Assessment Score
1	Capaian KPI Kolegal / Collegial KPI Achievement	30%	100	30
2	Capaian Kinerja Keuangan / Financial Performance Achievements	30%	93	27,75
3	Capaian Kinerja Operasi/Produksi Utama / Main Operation/Production Performance Achievements	40%	100	40
Jumlah / Total				97,75

3. Matrik Peringkat Komposit Risiko

Hasil pemetaan menunjukkan bahwa perusahaan pada Tahun 2024 berada pada **peringkat risiko ke-1**, dengan interpretasi sebagai berikut:

"Risiko terkendali sangat baik dan kemungkinan tidak tercapainya target kinerja tergolong sangat rendah"

Peringkat ini mencerminkan bahwa secara umum, pengendalian risiko perusahaan berada pada tingkat yang sangat baik, sehingga kinerja yang dituju dapat tercapai sesuai dengan yang diprogramkan.

Peringkat ke-1 ini juga menunjukkan bahwa kapabilitas pengelolaan risiko perusahaan telah memenuhi yang apa yang telah ditetapkan oleh pemegang saham, hasil ini perlu dijaga diharapkan perusahaan dapat memperkuat sinergi antar lini pengendalian dan mendorong tata kelola risiko yang lebih terintegrasi, selaras dengan ekspektasi regulator dan kebutuhan strategis perusahaan secara berkelanjutan.

3. Risk Composite Rating Matrix

The mapping results indicate that the company is **ranked 1st in risk** for 2024, with the following interpretation:

"The risk is very well controlled, and the likelihood of not achieving the performance target is very low."

This rating reflects that the company's risk control measures are at an exceptionally high level, ensuring that targeted performance can be achieved as planned.

The 1st place ranking also signifies that the company's risk management capabilities have met the expectations set by shareholders. It is important to maintain these results, and the company should focus on strengthening synergy between control lines while promoting more integrated risk governance. This approach aligns with regulatory expectations and the ongoing strategic needs of the company.

Kinerja / Performance	Kualitas Penerapan Manajemen Risiko / Risk Management Implementation Quality				
	Strong	Satisfactory	Fair	Marginal	Unsatisfactory
Sangat Baik / Strong	1	 1	2	3	3
Baik / Satisfactory	1	2	2	3	4
Cukup / Fair	2	2	3	4	4
Kurang / Marginal	2	3	4	4	5
Buruk / Unsatisfactory	3	3	4	5	5

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Di tahun 2024, Dewan Komisaris dan Direksi menyatakan bahwa sistem manajemen risiko Perseroan berjalan dengan baik dan efektif. Dalam implementasinya, Dewan Komisaris melalui Komite Pemantau Manajemen Risiko senantiasa melakukan evaluasi atas pelaksanaan Enterprise Risk Management yang selanjutnya menjadi bahan arahan kepada Direksi. Berdasarkan arahan dari Dewan Komisaris, Direksi menindaklanjuti hasil evaluasi dalam rangka meningkatkan efektivitas pelaksanaan Enterprise Risk Management.

STATEMENT BY THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

In 2024, the Board of Commissioners and Board of Directors stated that the Company's risk management system ran well and effectively. In its implementation, the Board of Commissioners through the Risk Management Monitoring Committee continually evaluates the implementation of Enterprise Risk Management, which then serves as guidance for the Board of Directors. Based on the guidance from the Board of Commissioners, the Board of Directors follows up on the evaluation results to enhance the effectiveness of Enterprise Risk Management implementation.

Kebijakan dan Praktik Anti-Korupsi [GRI 3-3, 205]

Anti-Corruption Policies and Practices [GRI 3-3, 205]

KAI memahami bahwa kebijakan dan praktik anti-korupsi memiliki peran penting terhadap kualitas keberlangsungan kegiatan usaha, dan karenanya, KAI berkomitmen secara konsisten menjalankan bisnis secara jujur, beretika, serta tidak mentoleransi tindakan suap dan korupsi melalui gerakan:

“KAI Bersih, Bebas Suap, Bebas Korupsi, untuk Indonesia!”

Gerakan “KAI Bersih, Bebas Suap, Bebas Korupsi, untuk Indonesia!” dilandasi dengan kebijakan anti-korupsi yang secara efektif telah diterapkan sebagai upaya mencegah dan memberantas tindak korupsi antara lain berupa kebijakan Sistem Manajemen Anti Penyuapan, Pedoman Pengendalian Gratifikasi, Pedoman Perilaku (*Code of Ethic*), serta Pedoman Sistem Pelaporan Dugaan Pelanggaran (*Whistle Blowing System/ WBS*).

Dalam rangka mengimplementasikan SMAP, Perseroan telah menerbitkan Peraturan Direksi Nomor PER.U/KC.202/IV/1/KA-2020 tanggal 14 April 2020 tentang Sistem Manajemen Anti Penyuapan. Selain itu, Perseroan juga menetapkan pembentukan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) melalui Surat Keputusan Direksi Nomor SK.U/KO.101/XI/1/KA-2022, yang mengacu pada ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan.

Penerapan SMAP dilakukan dengan prinsip zero tolerance terhadap segala bentuk penyuapan. Perseroan secara tegas melarang tindakan suap dan korupsi dalam bentuk apa pun. Lebih dari itu, SMAP bertujuan untuk membangun budaya integritas, serta mencegah terjadinya penyuapan dan tindak pidana korupsi lainnya. Kebijakan SMAP menjadi pedoman langkah-langkah wajar dan proporsional dalam upaya pencegahan, deteksi, dan penanganan terhadap potensi penyuapan.

Melalui penerapan kebijakan ini, Perseroan berkomitmen untuk menjalankan bisnis dan operasional dengan penuh integritas setiap saat. Tidak ada toleransi bagi praktik korupsi atau penyuapan, sejalan dengan komitmen Perseroan dalam membangun budaya AKHLAK demi mewujudkan KAI yang bersih, bebas suap, dan bebas korupsi.

KAI understands that anti-corruption policies and practices have an important role in the quality of business continuity, and therefore, KAI is committed to consistently running business honestly, ethically, and not tolerating acts of bribery and corruption through the movement:

“Clean, Bribery-Free, Corruption-Free KAI, for Indonesia!”

The movement “Clean KAI, Bribery Free, Corruption Free, for Indonesia!” is based on an anti-corruption policy which has been effectively implemented as an effort to prevent and eradicate acts of corruption, including in the form of an Anti-Bribery Management System policy, Gratuity Control Guidelines, Code of Conduct (*Code of Ethics*), as well as Guidelines for the System for Reporting Alleged Violations (*Whistleblowing System/ WBS*).

In order to implement SMAP, the Company has issued Board of Directors Regulation Number PER.U/KC.202/IV/1/KA-2020 dated April 14, 2020 concerning the Anti-Bribery Management System. In addition, the Company has also established the formation of the Anti-Bribery Compliance Function Team (FKAP) through Board of Directors Decree Number SK.U/KO.101/XI/1/KA-2022, which refers to ISO 37001:2016 concerning the Anti-Bribery Management System.

The implementation of SMAP is carried out with the principle of zero tolerance towards all forms of bribery. The Company strictly prohibits bribery and corruption in any form. Moreover, SMAP aims to build a culture of integrity, as well as prevent bribery and other criminal acts of corruption. The SMAP policy serves as a guideline for reasonable and proportional steps in efforts to prevent, detect, and handle potential bribery.

Through the implementation of this policy, the Company is committed to running its business and operations with full integrity at all times. There is no tolerance for corruption or bribery practices, in line with the Company's commitment to building an AKHLAK culture in order to realize a clean, bribe-free, and corruption-free KAI.

Pada tahun 2024, program implementasi SMAP ISO 37001:2016 di Perusahaan meliputi audit internal di Kantor Pusat Perseroan, Divisi Regional III Palembang, Daerah Operasi 3 Cirebon dan Balai Yasa Manggarai, dilanjut dengan Pelaksanaan Surveillance ke-2 di bulan September 2024. Waktu pelaksanaan audit internal maupun eksternal tertuang dalam tabel berikut:

In 2024, the SMAP ISO 37001:2016 implementation program in the Company includes internal audits at the Company's Head Office, Regional Division III Palembang, Operational Area 3 Cirebon and Balai Yasa Manggarai, followed by the 2nd Surveillance Implementation in September 2024. The time for implementing internal and external audits is stated in the following table:

Tabel Waktu Pelaksanaan Audit SMAP ISO 37001:2016 Tahun 2024

ISO 37001:2016 SMAP Audit Implementation Timetable for 2024

No	Entitas/Unit / Entity/Unit	Tanggal Audit Internal / Internal Audit Date	Tanggal Audit Eksternal / External Audit Date
Kantor Pusat / Head Office			
1	USP, UIS, USS	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
2	CFS, TJJP, TSSP	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
3	SKO, SNNB, SSS	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
4	OMR, RRP	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
5	MTR, MCD, MCA	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
6	PNP, KCW, KID	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
7	KRD, KLU	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
8	USQ	20-21 Juni 2024 / June 20-21, 2024	9-11 September 2024 / September 9-11, 2024
Daerah Operasi/Divisi Regional/Balai Yasa / Operatinal Area/Regional Division/Railway Workshop			
9	Divre III Palembang / Palembang III Regional Division	20-29 Juni 2024 / June 20-29, 2024	9-11 September 2024 / September 9-11, 2024
10	Balai Yasa Manggarai / Manggarai Railway Workshop	23 Januari-1 Februari 2024 / January 23- February 1, 2024	12-13 September 2024 / September 12-13, 2024
11	Daop 3 Cirebon / Cirebon 3 Operational Area	19-28 Februari 2024 / February 19-28, 2024	19-28 Februari 2024 / February 19-28, 2024

Berdasarkan pelaksanaan audit internal SMAP ISO 37001 di Kantor Pusat Perseroan, Daop 3 Cirebon, Divre III Palembang dan Balai Yasa Manggarai, terdapat 0 ketidaksesuaian major, 0 ketidaksesuaian minor, 0 ketidaksesuaian bersifat OBS, dan 14 ketidaksesuaian bersifat OFI. Tabel rekapitulasi ketidaksesuaian tersaji dalam tabel berikut:

Based on the implementation of the internal audit of SMAP ISO 37001 at the Company's Head Office, Cirebon 3 Operational Area, Palembang III Regional Division and Manggarai Railway Workshop, there were 0 major non-conformities, 0 minor non-conformities, 0 OBS non-conformities, and 14 OFI non-conformities. The recapitulation table of non-conformities is presented in the following table:

Tabel Hasil Audit Internal SMAP 37001:2016 Tahun 2024

Table of SMAP 37001:2016 Internal Audit Results for 2024

No	Entitas / Entity	Ketidaksesuaian / Mismatch				Jumlah / Total
		OFI	OBS	Minor	Major	
1	Kantor Pusat / Head Office	6	0	0	0	6
2	Daop 3 Cirebon / Cirebon 3 Operational Area	2	0	0	0	2
3	Divre III Palembang / Palembang III Regional Division	6	0	0	0	6
4	Balai Yasa Manggarai / Manggarai Railway Workshop	0	0	0	0	0
Total		14	0	0	0	14

Kegiatan audit eksternal (*surveillance* ke-2) SMAP ISO 37001:2016 oleh PT Tuv Nord di Kantor Pusat Perseroan, Daop 3 Cirebon, Divre III Palembang dan Balai Yasa Manggarai didapatkan 0 ketidaksesuaian bersifat *major*, 0 ketidaksesuaian bersifat minor, dan 0 ketidaksesuaian bersifat OFI, berikut tabel rekapitulasi ketidaksesuaian audit eksternal (*surveillance* ke-2) SMAP ISO 37001:2016 tersaji dalam tabel berikut:

External audit activities (2nd *surveillance*) SMAP ISO 37001:2016 by PT Tuv Nord at the Company's Head Office, Daop 3 Cirebon, Divre III Palembang and Balai Yasa Manggarai found 0 major non-conformities, 0 minor non-conformities, and 0 OFI non-conformities, the following is a recapitulation table of external audit non-conformities (2nd *surveillance*) SMAP ISO 37001:2016 presented in the following table:

Tabel Hasil Audit Internal SMAP 37001:2016 Tahun 2024

Table of SMAP 37001:2016 Internal Audit Results for 2024

No	Entitas / Entity	Ketidaksesuaian / Mismatch				Jumlah / Total
		OFI	OBS	Minor	Major	
1	Kantor Pusat / Head Office	3	0	0	0	3
2	Daop 3 Cirebon / Cirebon 3 Operational Area	5	0	0	0	5
3	Divre III Palembang / Palembang III Regional Division	5	0	0	0	5
4	Balai Yasa Manggarai / Manggarai Railway Workshop	2	0	0	0	2
Total		15	0	0	0	15

Sebagai bentuk konkret dari komitmen Anti Korupsi, Perseroan mengembangkan Sistem Pelaporan Dugaan Pelanggaran (*Whistle Blowing System/WBS*) sebagai sarana pelaporan indikasi pelanggaran terkait tindak pidana korupsi dan pelanggaran lain yang berkaitan, termasuk pelanggaran terhadap Pedoman Perilaku/Kode Etik, pelanggaran disiplin pekerja, tindakan diskriminasi, kekerasan, serta pelecehan. Penerapan WBS di lingkungan KAI dimulai pada 24 Februari 2014, melalui Surat Keputusan Direksi No. KEP.U/HK.215/II/2/KA-2014 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistle Blowing System*).

As a concrete manifestation of its commitment to combating corruption, the Company has established a Whistle Blowing System (WBS) to report indications of violations related to corruption and other associated issues. This includes breaches of the Code of Conduct/Ethics, employee discipline violations, as well as acts of discrimination, violence, and harassment. The implementation of the WBS within KAI began on February 24, 2014, with the Decree of the Board of Directors No. KEP.U/HK.215/II/2/KA-2014, which outlines the guidelines for the Whistle Blowing System reporting process.

Kebijakan terkait penanganan pengaduan telah mengalami pemutakhiran, terakhir pada tanggal 12 Januari 2024 melalui Peraturan Direksi Nomor PER.U/KL.104/II/1/KA-2024 tentang Pedoman Penanganan Pengaduan (*Whistle Blowing System*), yang disesuaikan dengan perkembangan bisnis serta peraturan perundang-undangan yang berlaku. KAI menyediakan berbagai media pelaporan bagi Pelapor (*Whistleblower*) untuk menyampaikan indikasi dugaan pelanggaran yang terjadi di lingkungan perusahaan, melalui:

The policy for handling complaints has been updated as of January 12, 2024, through the Regulation of the Board of Directors Number PER.U/KL.104/II/1/KA-2024. This update aligns the WBS guidelines with recent business developments and applicable laws and regulations. KAI offers various reporting channels for whistleblowers to report suspected violations occurring within the company.

Email	kai-bersih@kai.id
Telepon, SMS atau Whatsapps / Call, SMS or Whatsapp	081214455300
Surat / Letter	Unit Pengelola WBS / WBS Management Unit Kantor Pusat PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Nomor 1 Bandung / PT Kereta Api Indonesia (Persero) Headquarters, Jalan Perintis Kemerdekaan Number 1, Bandung
Tatap muka dengan datang langsung ke alamat Unit Pengelola WBS / Face to face by coming directly to the WBS Management Unit's address	

Perseroan menunjukkan komitmen yang kuat dalam mendukung upaya Pemerintah memberantas tindak pidana korupsi, salah satunya melalui penandatanganan Perjanjian Kerja Sama (PKS) dengan Komisi Pemberantasan Korupsi (KPK) Nomor 70 Tahun 2021 dan Nomor KL.705/III/2/KA-2021 tanggal 2 Maret 2021 tentang Penanganan Pengaduan dalam Upaya Pemberantasan Tindak Pidana Korupsi. Kerja sama ini mencakup integrasi penanganan pengaduan melalui Whistle Blowing System antara KPK dan KAI, yang bertujuan untuk meningkatkan efektivitas dan efisiensi, mencegah duplikasi penanganan pengaduan, serta mempermudah koordinasi dan monitoring antara kedua institusi.

Perseroan telah menetapkan Peraturan Direksi No. PER.U/KC.202/XI/1KA-2020 tentang Pedoman Pengendalian Gratifikasi. Pedoman ini mengatur kewajiban dan sikap pekerja terhadap penerimaan gratifikasi, serta tata cara pelaporannya. Setiap pekerja yang menerima atau menolak gratifikasi diwajibkan untuk melaporkannya kepada Unit Pengendalian Gratifikasi (UPG) melalui menu E-Gratifikasi pada situs web <https://eoffice.kai.id>. Laporan yang masuk akan diproses secara internal terlebih dahulu oleh UPG sebelum diteruskan kepada KPK untuk proses lebih lanjut. Seluruh laporan gratifikasi disampaikan kepada KPK sebagai wujud kepatuhan KAI terhadap Peraturan KPK No. 2 Tahun 2019 tentang Pelaporan Gratifikasi.

OPERASI-OPERASI YANG DINILAI MEMILIKI RISIKO TERKAIT KORUPSI [GRI 205-1]

Perseroan berupaya untuk mencegah terjadinya korupsi dengan melakukan kajian risiko terhadap segala potensi terjadinya korupsi di dalam bisnis KAI. Kajian risiko yang termasuk dalam lingkup implementasi Sistem manajemen Anti Penyuapan ISO 37001:2016 dilakukan melalui sampling pada entitas yang meliputi 20 (dua puluh) Unit di Kantor Pusat Perseroan, Daerah Operasi 3 Cirebon, Divisi Regional III Palembang, dan Balai Yasa Manggarai.

Sebagai bagian dari proses evaluasi dan pemantauan risiko secara menyeluruh, KAI telah melakukan kajian terhadap total 129 risiko yang teridentifikasi di seluruh lingkup operasional perusahaan, yang terdiri dari 46 risiko di kantor pusat dan 83 risiko di daerah. Berdasarkan hasil kajian tersebut, ditemukan bahwa 2% dari risiko signifikan berada di kantor pusat dan 5% di wilayah daerah. Secara keseluruhan, proporsi risiko signifikan tersebut mencakup sekitar 4% dari total risiko

The Company is strongly committed to supporting the Government's efforts to eradicate corruption. One of the ways it demonstrates this commitment is through the signing of a Cooperation Agreement (PKS) with the Corruption Eradication Commission (KPK), identified as Number 70 of 2021 and Number KL.705/III/2/KA-2021, dated March 2, 2021. This agreement focuses on handling complaints in efforts to combat corruption. It includes the integration of complaint handling through the Whistle Blowing System between the KPK and KAI. The aim is to enhance effectiveness and efficiency, prevent duplication in complaint handling, and improve coordination and monitoring between the two institutions.

Additionally, the Company has enacted Board of Directors Regulation No. PER.U/KC.202/XI/1KA-2020, which outlines Guidelines for Gratuity Control. These guidelines address employee obligations and attitudes regarding the acceptance of gratuities, as well as the procedures for reporting them. Every employee who receives or declines gratuities is required to report this to the Gratuity Control Unit (UPG) via the E-Gratuity menu on the website <https://eoffice.kai.id>. Incoming reports will be processed internally by the UPG before being forwarded to the KPK for further action. All gratuity reports are submitted to the KPK to ensure compliance with KPK Regulation No. 2 of 2019 regarding Gratuity Reporting.

OPERATIONS ASSESSED TO HAVE RISKS RELATED TO CORRUPTION [GRI 205-1]

The Company seeks to prevent corruption by conducting a risk assessment of all potential corruption in KAI's business. The risk assessment included in the scope of the implementation of the ISO 37001:2016 Anti-Bribery Management System was conducted through sampling on entities covering 20 (twenty) Units at the Company's Head Office, Operational Area 3 Cirebon, Regional Division III Palembang, and Balai Yasa Manggarai.

As part of the comprehensive risk evaluation and monitoring process, KAI has conducted a review of a total of 129 risks identified throughout the company's operational scope, consisting of 46 risks at the head office and 83 risks in the regions. Based on the results of the study, it was found that 2% of significant risks were at the head office and 5% in the regions. Overall, the proportion of significant risks covers around 4% of the company's total risk. These findings are

perusahaan. Temuan ini menjadi dasar bagi manajemen dalam merumuskan prioritas pengendalian dan langkah mitigasi yang lebih terfokus, guna memperkuat efektivitas pengelolaan risiko di seluruh lini operasional KAI. Guna menurunkan tingkat risiko yang masuk dalam kategori signifikan tersebut, KAI menerapkan rencana mitigasi dengan melakukan hal-hal sebagai berikut:

1. Menetapkan Kebijakan Anti Penyuapan PT Kereta Api Indonesia (Persero) Nomor KC.202/IX/1/KA-2024 tanggal 5 September 2024 yang ditandatangani oleh seluruh jajaran Direksi dan Dewan Komisaris Perseroan.
2. Penandatanganan *Code of Conduct* oleh Seluruh Direksi, Dewan Komisaris, Insan Perseroan dan stakeholder setiap tahun sekali yang memuat kewajiban untuk:
 - a. Bertindak sesuai pedoman perilaku.
 - b. Menjalankan proses bisnis perusahaan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).
 - c. Menghindari aktivitas yang dapat menimbulkan benturan kepentingan.
 - d. Tidak melakukan tindakan penyuapan yaitu menawarkan, menjanjikan, memberikan, menerima, atau meminta keuntungan/sesuatu yang tidak semestinya dalam lingkup pekerjaan.
 - e. Melaporkan setiap pelanggaran yang kami saksikan kepada otoritas yang berwenang atau media *Whistle Blowing System*.
 - f. Menolak dan melaporkan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban.
 - g. Menerima konsekuensi jika melakukan pelanggaran terhadap peraturan perusahaan dan perundang-undangan yang berlaku.
3. Kewajiban bagi seluruh Mitra Bisnis untuk menandatangani Pakta Integritas dan komitmen anti penyuapan pada seluruh proses kerja sama yang dilakukan dengan Perseroan, sesuai dengan standar ISO 37001:2016 Sistem Manajemen Anti Penyuapan yang telah diterapkan di Perseroan.
4. Secara kontinyu melakukan uji kelayakan kepada seluruh Mitra Bisnis yang melakukan kerja sama dengan Perseroan, sesuai dengan standar ISO 37001:2016 Sistem Manajemen Anti Penyuapan yang telah ditetapkan Perseroan.
5. Sosialisasi, diseminasi dan internalisasi tentang antikorupsi secara rutin dan menyeluruh bagi kepada *stakeholders* Perseroan.
6. Berpartisipasi dalam kegiatan HAKORDIA (Hari Anti Korupsi Sedunia) melalui serangkaian acara sebagai berikut:

the basis for management in formulating more focused control priorities and mitigation steps, in order to strengthen the effectiveness of risk management throughout KAI's operational lines. In order to reduce the level of risk that falls into the significant category, KAI implemented a mitigation plan by doing the following:

1. Establishing the Anti-Bribery Policy of PT Kereta Api Indonesia (Persero) Number KC.202/IX/1/KA-2024 dated September 5, 2024, signed by all levels of the Company's Board of Directors and Board of Commissioners.
2. Signing of the Code of Conduct by all Directors, Board of Commissioners, Company Personnel and stakeholders once a year which contains the obligation to:
 - a. Act in accordance with the code of conduct.
 - b. Carry out the company's business processes based on the principles of good corporate governance.
 - c. Avoid activities that can cause conflicts of interest.
 - d. Not committing bribery, namely offering, promising, giving, receiving, or asking for benefits/something that is not appropriate within the scope of work.
 - e. Reporting any violations that we witness to the competent authorities or the Whistle Blowing System media.
 - f. Rejecting and reporting gratuity related to position and contrary to obligations.
 - g. Accepting the consequences if violating company regulations and applicable laws.
3. Obligation for all Business Partners to sign the Integrity Pact and anti-bribery commitment in all cooperation processes carried out with the Company, in accordance with the ISO 37001:2016 Anti-Bribery Management System standard that has been implemented in the Company.
4. Continuously conducting feasibility tests on all Business Partners who cooperate with the Company, in accordance with the ISO 37001:2016 Anti-Bribery Management System standard that has been set by the Company.
5. Routine and comprehensive dissemination, dissemination and internalization of anti-corruption for the Company's stakeholders.
6. Participating in HAKORDIA (World Anti-Corruption Day) activities through a series of events as follows:

- a. KAI Group menggelar Hari Anti Korupsi Sedunia (Hakordia) tahun 2024 di Ruang Auditorium JRC, Jakarta dengan mengundang narasumber dari KPK dan PPATK. Kegiatan yang digelar dalam rangka wujud dukungan KAI menentang tindak korupsi di berbagai lini bisnis perusahaan tersebut, diikuti oleh 550 peserta, yang terdiri dari jajaran BOD dan BOC, Kepala Daerah Operasi dan Divisi Regional, Direksi Anak Perusahaan, CDD, EVP, VP serta jajaran stakeholder KAI lainnya yang tergabung luring dan daring.
- b. KAI Group berkolaborasi mengadakan pameran antikorupsi di Stasiun Pasar Senen Jakarta pada tanggal 25-26 November 2024.
- c. KAI Group berkolaborasi mengadakan pameran antikorupsi di Stasiun Tugu Yogyakarta pada tanggal 28-29 November 2024
- d. Menghadiri Acara puncak peringatan Hakordia tahun 2024 secara daring pada tanggal 9 Desember 2024.

KOMUNIKASI DAN PELATIHAN TENTANG KEBIJAKAN DAN PROSEDUR ANTI-KORUPSI [GRI 205-2]

KAI memastikan bahwa seluruh insan KAI telah memahami kebijakan anti-korupsi, pedoman perilaku, benturan kepentingan, anti-fraud, pengendalian gratifikasi, dan *Whistle Blowing System* yang berlaku, dengan secara berkala menyelenggarakan forum komunikasi dan pelatihan terkait kebijakan dan prosedur anti-korupsi meliputi sosialisasi GCG, Anti Gratifikasi, antikorupsi, WBS dan *code of conduct*.

KAI secara berkala memastikan seluruh mitra bisnis memahami kebijakan anti-korupsi. KAI melakukan komunikasi mengenai anti-korupsi kepada seluruh (100%) mitra bisnis KAI, melalui:

1. Penyampaian larangan kepada mitra bisnis untuk memberikan gratifikasi kepada seluruh pekerja KAI pada proses pengadaan barang dan jasa.
2. Seluruh mitra bisnis diwajibkan untuk menandatangani Pakta Integritas;
3. Seluruh mitra bisnis diwajibkan mematuhi kebijakan anti suap yang telah ditetapkan Perseroan.
4. Melakukan uji kelayakan kepada seluruh Mitra Bisnis yang akan melakukan kerja sama dengan Perseroan; dan
5. Mencantumkan pasal berkaitan dengan anti penyuapan dan anti korupsi pada setiap kontrak/ ikatan kerja dengan mitra bisnis Perseroan.

- a. KAI Group held World Anti-Corruption Day(Hakordia) in 2024 at the JRC Auditorium Room, Jakarta by inviting speakers from the KPK and PPATK. The activity, which was held as a form of KAI's support against corruption in various lines of the company's business, was attended by 550 participants, consisting of BOD and BOC ranks, Heads of Operational Areas and Regional Divisions, Directors of Subsidiaries, CDD, EVP, VP and other KAI stakeholders who were offline and online.
- b. KAI Group collaborated to hold an anti-corruption exhibition at Pasar Senen Station, Jakarta on November 25-26, 2024.
- c. KAI Group collaborated to hold an anti-corruption exhibition at Tugu Station, Yogyakarta on November 28-29, 2024
- d. Attending the peak event of the 2024 Hakordia commemoration online on December 9, 2024.

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES [GRI 205-2]

KAI ensures that all KAI personnel understand the anti-corruption policy, code of conduct, conflicts of interest, anti-fraud, gratuity control, and whistleblowing system in force, by regularly holding communication and training forums related to anti-corruption policies and procedures including dissemination of GCG, Anti-Gratuity, Anti-Corruption, WBS and code of conduct.

KAI periodically ensures that all business partners understand the anti-corruption policy. KAI communicates anti-corruption to all (100%) of KAI's business partners, through:

1. Conveying a prohibition to business partners to provide gratuities to all KAI employees in the procurement of goods and services.
2. All business partners are required to sign an Integrity Pact.
3. All business partners are required to comply with the anti-bribery policy set by the Company.
4. Conducting a feasibility test on all Business Partners who will cooperate with the Company; and
5. Including articles related to anti-bribery and anti-corruption in every contract/work agreement with the Company's business partners.

PELATIHAN/SOSIALISASI ANTI-KORUPSI KEPADA PEKERJA

Perseroan berkomitmen untuk terus berupaya meningkatkan pemahaman dan kompetensi pekerja mengenai anti-korupsi, sebagai upaya berkelanjutan dalam mewujudkan lingkungan kerja yang bersih dan berintegritas. Terkait dengan hal tersebut, Perseroan melakukan kegiatan sosialisasi dan pelatihan kepada insan KAI dengan perincian sebagai berikut:

Pelatihan**Tabel Pelatihan Anti-Korupsi KAI tahun 2024**

No	Materi Pelatihan/Sosialisasi / Training/Dissemination Material	Tanggal / Date	Peserta / Participant	Jumlah Peserta / Total Participant
1	Strategi Pengelolaan SDM sebagai Upaya Pencegahan Gratifikasi dalam Jual Beli Jabatan / HR Management Strategy as an Effort to Prevent Gratuity in the Sale and Purchase of Positions	29 Februari 2024 / February 29, 2024	Unit Pengendalian Gratifikasi (UPG) / Gratuity Control Unit	3
2	In-House Training Awareness & Internal Audit ISO 37001:2016 Sistem Manajemen Anti Penyuapan / In-House Training Awareness & Internal Audit ISO 37001:2016 Anti-Bribery Management System	5-7 Maret 2024 / March 5-7, 2024	Pekerja Perseroan / The Company's Employees	30
3	Pelatihan Antikorupsi dan Pengendalian Gratifikasi Inspektorat Jendral Kementerian Keuangan / Anti-Corruption and Gratuity Control Training of the Inspectorate General of the Ministry of Finance	6 Mei 2024 / May 6, 2024	Unit Pengendalian Gratifikasi (UPG) / Gratuity Control Unit	2
4	Pelatihan Fungsi Tim FKAP dan Tim Audit Internal SMAP ISO 37001:2016 / FKAP Team Function Training and SMAP ISO 37001:2016 Internal Audit Team	2 Juli 2024 / July 2, 2024	Pekerja Perseroan / The Company's Employees	22
5	Executive Briefing for Top Management SMAP ISO 37001:2016 dan SMM ISO 9001:2015 / Executive Briefing for Top Management SMAP ISO 37001:2016 and SMM ISO 9001:2015	14 Oktober 2024 / October 14, 2024	Top Management Perseroan / The Company's Top Management	76

ANTI-CORRUPTION TRAINING/OUTREACH TO EMPLOYEES

The Company is committed to continuously improving the understanding and competence of employees regarding anti-corruption, as a continuous effort to create a clean and integrity-based work environment. In relation to this, the Company conducts dissemination and training activities for KAI personnel with the following details:

Training**Table of KAI Anti-Corruption Training 2024****Sosialisasi****Tabel Sosialisasi Anti-Korupsi KAI tahun 2024**

No	Materi Pelatihan/Sosialisasi / Training/Dissemination Material	Tanggal / Date	Peserta / Participant	Jumlah Peserta / Total Participant
1	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	16 Januari 2024 / January 16, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Lahat / Company Employees and Lahat Railway Workshop Stakeholders	33
2	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	16 Januari 2024 / January 16, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Yogyakarta / Employees of the Company and Stakeholders of Yogyakarta Railway Workshop	29
3	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	16 Januari 2024 / January 16, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Pulubrayan / Company Employees and Stakeholders of Pulubrayan Yasa Center	22
4	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	23 Januari 2024 / January 23, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Manggarai / Company Employees and Stakeholders of Manggarai Yasa Center	23
5	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	23 Januari 2024 / January 23, 2024	Pekerja Perseroan dan Stakeholder Divisi Regional II Sumatera Barat / Company Employees and Stakeholders of Regional Division II West Sumatra	20
6	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	23 Januari 2024 / January 23, 2024	Pekerja Perseroan dan Stakeholder Daerah Operasi 1 Jakarta / Company Employees and Stakeholders of Operational Area 1 Jakarta	31

Dissemination**Table of KAI Anti-Corruption Dissemination in 2024**

No	Materi Pelatihan/Sosialisasi / Training/Dissemination Material	Tanggal / Date	Peserta / Participant	Jumlah Peserta / Total Participant
7	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	30 Januari 2024 / January 30, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Surabaya Gubeng / Employees of the Company and Stakeholders of the Surabaya Gubeng Railway Workshop	42
8	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	5 Februari 2024 / February 5, 2024	Pekerja Perseroan dan Stakeholder Balai Yasa Tegal / Company Employees and Stakeholders of Tegal Railway Workshop	22
9	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	19 Februari 2024 / February 19, 2024	Pekerja Perseroan Daerah Operasi 3 Cirebon / Employees of Regional Operations Company 3 Cirebon	30
10	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	19 Februari 2024 / February 19, 2024	Pekerja Perseroan dan Stakeholder Divisi Regional IV Tanjungkarang / Company Employees and Stakeholders of Regional Division IV Tanjungkarang	97
11	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	20 Februari 2024 / February 20, 2024	Pekerja Perseroan dan Stakeholder Divisi Regional III Palembang / Company Employees and Stakeholders of Regional Division III Palembang	70
12	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	26 Februari 2024 / February 26, 2024	Stakeholder Daerah Operasi 3 Cirebon / Stakeholders of Operation Area 3 Cirebon	-
13	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	23 Juni 2024 / June 23, 2024	Pekerja Perseroan Kantor Pusat / Head Office Company Employees	23
14	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	6 Agustus 2024 / August 6, 2024	Stakeholder Daerah Operasi 2 Bandung / Stakeholders of Operation Area 2 Bandung	-
15	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	21 Agustus 2024 / August 21, 2024	Pekerja Perseroan Daerah Operasi 3 Cirebon / Employees of Regional Operations Company 3 Cirebon	23
16	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	22 Oktober 2024 / October 22, 2024	Pekerja Perseroan Daerah Operasi 2 Bandung / Employees of the Regional Operations Company 2 Bandung	51
17	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	22 Oktober 2024 / October 22, 2024	Pekerja Perseroan dan Stakeholder Daerah Operasi 9 Jember / Company Employees and Stakeholders of Operation Area 9 Jember	25
18	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	5 November 2024 / November 5, 2024	Pekerja Perseroan dan Stakeholder Daerah Operasi 6 Yogyakarta / Company Employees and Stakeholders of Operation Area 6 Yogyakarta	84
19	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	5 November 2024 / November 5, 2024	Pekerja Perseroan Daerah Operasi 7 Madiun / Employees of the Regional Operations Company 7 Madiun	23
20	Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016	12 November 2024 / November 12, 2024	Pekerja Perseroan Daerah Operasi 8 Surabaya / Employees of the Regional Operations Company 8 Surabaya	24

INSIDEN KORUPSI YANG TERBUKTI DAN TINDAKAN YANG DIAMBIL [GRI 205-3]

Selama tahun 2024, unit pengelola WBS menerima 23 laporan dugaan pelanggaran yang disampaikan melalui media WBS yaitu email, surat dan nomor telepon/chat aplikasi WhatsApp. Dari laporan tersebut, sebanyak 2 item pengaduan terbukti, 3 item pengaduan diluar kewenangan Unit Pengelola WBS sehingga diteruskan untuk diproses lebih lanjut oleh Unit/Divisi yang terkait/berwenang, dan 18 item pengaduan yang tidak terbukti atau bukan termasuk kategori pelanggaran WBS.

Hingga 31 Desember 2024 Perseroan memastikan bahwa tidak terdapat kasus yang mengakibatkan berakhirnya kontrak dengan mitra bisnis, serta tidak terdapat kasus hukum terkait korupsi yang diajukan oleh publik terhadap Perseroan atau Insan KAI selama periode pelaporan.

PROVEN CORRUPTION INCIDENTS AND ACTIONS TAKEN [GRI 205-3]

In 2024, the WBS management unit received a total of 23 reports of alleged violations submitted through various channels, including email, letters, and telephone/WhatsApp chat applications. Out of these reports, 2 complaints were substantiated, 3 were deemed outside the authority of the WBS Management Unit and were therefore forwarded to the appropriate Unit/Division for further action, while 18 complaints were either unproven or did not fall under the category of WBS violations.

As of December 31, 2024, the Company confirmed that no cases had led to the termination of contracts with business partners. Additionally, there were no public legal cases related to corruption filed against the Company or KAI Personnel during this reporting period.

Perkara Hukum*Legal Cases***Perkara Hukum yang Dihadapi Perusahaan [GRI 206-1]**

Di tahun 2024, tidak terdapat tindakan hukum yang menunggu keputusan atau telah selesai sehubungan dengan perilaku anti-persaingan serta pelanggaran terhadap peraturan anti pakat dan monopoli.

Legal Cases Faced by the Company [GRI 206-1]

In 2024, there are no pending or completed legal actions related to anti-competitive behavior and violations of antitrust and monopoly regulations.

Tabel Perkara Hukum tahun 2024**Table of Legal Cases in 2024**

No	Pokok Perkara/Gugatan / Subject Matter/Lawsuit	Pokok Perkara/ Gugatan / Subject Matter/Lawsuit	Risiko dan Nominal Gugatan / Risk and Nominal Value of Lawsuit	Sanksi yang dikenakan / Sanction imposed	Pengaruhnya terhadap kondisi Perusahaan / Impact on the Company's Condition
1	PT KAI (Persero) digugat oleh Nani Sumarni, dkk terkait sengketa kepemilikan Tanah terletak di Jl. Garuda Kec. Andir, Kel. Garuda, Kota Bandung seluas 7,6 hektar / PT KAI (Persero) was sued by Nani Sumarni, et al. regarding a dispute over land ownership located on Jl. Garuda, Andir District, Garuda Village, Bandung City, covering an area of 7.6 hectares.	Putusan Peninjauan Kembali Kedua Tolak tanggal 16 Desember 2024 / Second Judicial Review Decision Rejected December 16, 2024	Nilai Materiil Perkara / Material Value of the Case Rp 4.663.157.850.000 Nilai Aset / Asset Value Rp 619.777.485.000	-	Berpotensi kehilangan aset dan pendapatan dari pendayagunaan aset tersebut / Potential loss of assets and income from the use of those assets
2	Endah Fruhlita Ningsih mengajukan gugatan pembatalan Sertifikat Hak Pakai Nomor 1/ Kelurahan Samoja, tanggal 11-06-1988, gambar situasi nomor 317 dan 318/1988 tanggal 15-2-1988 seluas 165.768 m2 a.n Departemen Perhubungan RI cq Perusahaan Jawatan Kereta Api / Endah Fruhlita Ningsih filed a lawsuit to cancel the Certificate of Land Use Rights Number 1/ Samoja Village, dated 11-06-1988, situation drawings number 317 and 318/1988 dated 15-2-1988 covering an area of 165,768 m2 in the name of the Indonesian Ministry of Transportation cq Perusahaan Perusahaan Perusahaan Kereta Api	Proses Kasasi di Mahkamah Agung / Cassation Process at the Supreme Court	Nilai Aset / Asset Value Rp 2.336.499.960.000	-	Berpotensi kehilangan aset dan pendapatan dari pendayagunaan aset tersebut / Potential loss of assets and income from the use of those assets

Perkara Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi yang Sedang Menjabat

Di tahun 2024, tidak terdapat perkara hukum yang sedang dihadapi oleh Dewan Komisaris dan Direksi yang sedang menjabat.

Perkara Hukum yang Sedang Dihadapi Anak Perusahaan

Di tahun 2023, tidak terdapat perkara hukum yang dihadapi oleh Anak Perusahaan.

Sanksi Administratif yang Dikenakan Kepada Perusahaan, Anggota Dewan Komisaris dan Direksi oleh Otoritas Pasar Modal dan Otoritas Lainnya

Di tahun 2023, tidak terdapat sanksi administratif yang dikenakan baik kepada Perseroan, anggota Dewan Komisaris, maupun Direksi oleh otoritas pasar modal dan otoritas lainnya.

Legal Cases Currently Facing the Board of Commissioners and Board of Directors Who Are Currently in Office

In 2024, there were no legal cases being faced by the incumbent Board of Commissioners and Board of Directors.

Legal Cases Currently Facing Subsidiaries

In 2024, there were no legal matters faced by the Subsidiary.

Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Board of Directors by the Capital Market Authority and Other Authorities

In 2024, there were no administrative sanctions imposed on the Company, members of the Board of Commissioners, or Board of Directors by the capital market authority or other authorities.

Akses Informasi dan Data Perusahaan

Access to Company Information and Data

Akses yang mudah kepada pemangku kepentingan adalah prioritas. Perseroan telah menyediakan informasi perusahaan melalui berbagai fasilitas mencakup fasilitas berbasis teknologi informasi agar bisa diakses masyarakat dengan mudah, murah, dan cepat. Perseroan menerapkan kebijakan keterbukaan informasi publik berdasarkan Undang-Undang Nomor 14 tahun 2008 tentang Keterbukaan Informasi Publik.

Dalam rangka menjaga efektivitas pengelolaan Keterbukaan Informasi Publik (KIP), Perseroan membentuk unit organisasi berdasarkan Surat Keputusan Direksi No. KEP.U/OT.003/VI/3/KA-2010 tentang Perubahan dan Tambahan (P&T) atas Keputusan Direksi No. KEP.U/OT.003/VI/1/KA2009 tanggal 5 Juni 2009 tentang Organisasi dan Tata Laksana Sekretariat Perusahaan di Lingkungan Kantor Pusat PT Kereta Api Indonesia (Persero). Standar Operasional Prosedur Keterbukaan Informasi Publik (SOP KIP) dituangkan dalam Surat Keputusan Direksi No. Kep.U.HK.003/XII/1/KA-2010, yang merupakan petunjuk pelaksanaan dan petunjuk teknis dalam melakukan pengelolaan informasi publik di lingkungan Perseroan. Peraturan tersebut kemudian diperbarui kembali melalui Peraturan Direksi No. PER.U/KL.104/VI/1/KA-2018 tanggal 5 Juni 2018 tentang Pedoman Pelayanan Informasi Publik.

Easy access to stakeholders is a priority. The Company has provided company information through various facilities including information technology-based facilities, ensuring an easy, affordable, and quick access for the public. Company Information Disclosure Policy The Company implements a public information disclosure policy based on Law Number 14 of 2008 concerning Public Information Openness.

To maintain the effectiveness of Public Information Openness (KIP) management, the Company formed an organizational unit based on the Board of Directors Decree Number: KEP.U/OT.003/VI/3/KA-2010 concerning Amendments and Additions (P&T) to the Board of Directors Decree Number: KEP.U/OT.003/VI/1/KA2009 dated June 5, 2009, concerning the Organization and Management of the Company Secretariat within the Head Office of PT Kereta Api Indonesia (Persero). Standard Operational Procedures for Public Information Openness (SOP KIP) are outlined in the Board of Directors Decree Number: Kep.U.HK.003/XII/1/KA-2010, which are implementation instructions and technical instructions for managing public information within the Company. This regulation was then updated again through the Board of Directors Regulation Number: PER.U/KL.104/VI/1/KA-2018 dated June 5, 2018, concerning Guidelines for Public Information Services.

Unit organisasi di bidang KIP dikelola oleh Manager Public Information Care yang berada di bawah VP Public Relations dengan tugas pokok dan tanggung jawab dalam pengelolaan informasi publik yang mencakup penyimpanan, pendokumentasian, penyediaan, dan/atau pelayanan informasi terhadap pengguna informasi publik.

MEDIA DAN JALUR LAYANAN INFORMASI PUBLIK

KAI sebagai salah satu badan publik berkomitmen untuk melaksanakan dan mengelola keterbukaan informasi publik dengan baik. Pengelolaan ini bertujuan untuk semaksimal mungkin memberikan kemudahan bagi masyarakat baik perorangan, kelompok orang, lembaga swasta, maupun instansi pemerintah yang membutuhkan informasi publik KAI.

Pengelolaan keterbukaan informasi publik yang telah dilakukan adalah penyediaan informasi publik melalui berbagai media yang dimiliki oleh Perusahaan, diantaranya; website ppid.kai.id, aplikasi *mobile* PPID, dan media sosial Keretaapikita. Selain itu melakukan pelayanan kepada pemohon informasi publik melalui berbagai jalur, diantaranya; datang langsung ke kantor PPID, melalui telepon, surat, dan email.

Lebih lanjut, untuk memberikan kesetaraan bagi penyandang disabilitas, KAI juga menyediakan media dan jalur layanan, seperti jalur jalan dengan *guiding block*, dan jalur kursi roda, Formulir Permintaan Informasi dengan huruf braille, serta website bersuara.

MEDIA PENYAMPAIAN INFORMASI

Siaran Pers

Di tahun 2024, KAI telah membagikan berita dalam bentuk siaran pers berjumlah 3.157 judul siaran pers. Siaran pers tersebut diharapkan dapat meningkatkan kesadaran dan pengetahuan khalayak sasaran terkait informasi berita yang telah dibagikan.

Media Sosial

KAI memiliki media sosial dengan nama akun Keretaapikita dan KAI121. Kedua media sosial memiliki fungsi dan tujuan yang berbeda. Akun KAI121 ditujukan untuk pelayanan pelanggan dan informasi seputar produk, sementara akun Keretaapikita lebih fokus pada dukungan bagi *brand image* Perseroan.

The organizational unit in the KIP sector is managed by the Public Information Care Manager who is under the VP of Public Relations with the main task and responsibility for managing public information which includes storing, documenting, providing, and/or providing information to users of public information.

MEDIA AND PUBLIC INFORMATION SERVICE LINE

KAI as a public agency is committed to implementing and managing public information disclosure well. This management aims to provide as much convenience as possible for the community, both individuals, groups of people, private institutions, and government agencies who need KAI public information.

The management of public information disclosure that has been carried out is the provision of public information through various media owned by the Company, including; the website ppid.kai.id, PPID mobile application, and Keretaapikita social media. Apart from that, providing services to public information applicants through various channels, including; coming directly to the PPID office, via telephone, letter, and email.

Furthermore, to provide equality for people with disabilities, KAI also provides media and service channels, such as walking paths with guiding blocks and wheelchair paths, information request forms in braille, and sound websites.

MEDIA DELIVERY INFORMATION

Press Releases

In 2024, KAI distributed news in the form of press releases totaling 3,157 press release titles. The press releases are expected to increase awareness and knowledge of the target audience regarding the news information that has been shared.

Social Media

KAI has 2 Company social media brands, namely Keretaapikita and KAI 121. Both social media have different functions and purposes. The KAI121 account is intended for customer service and information about products, while the Keretaapikita account is more focused on supporting the Company's brand image.

Platform media sosial yang digunakan adalah sebagai berikut: The social media platforms used are as follows:

Twitter	KAI121 dan Keretaapikita / KAI121 and Keretaapikita
Facebook	KAI 121 dan Keretaapikita / KAI121 and Keretaapikita
Instagram	KAI121_ dan Keretaapikita / KAI121 and Keretaapikita
YouTube	Keretaapikita
Tiktok	KAI121 dan Keretaapikita / KAI121 and Keretaapikita
Podcast	Sahabat KAI

Website

Website resmi Perseroan dengan situs www.kai.id, di dalamnya menyediakan informasi dan data-data terbaru, berita, siaran pers, artikel, informasi lowongan kerja, lelang, keterbukaan informasi publik, *heritage*, CSR hubungan investor, GCG, *sustainability* dan prestasi. Website Perseroan juga menyediakan fasilitas pemesanan tiket. Informasi dalam website disampaikan dalam Bahasa Indonesia.

Aplikasi KAI

KAI senantiasa menjaga pelayanan prima bagi seluruh penumpang, di antaranya dengan memberikan kemudahan kepada pelanggan dalam genggamannya yaitu dalam bentuk aplikasi. Hingga tahun 2024, KAI memiliki aplikasi sebagai berikut:

- **Aplikasi Mobile Access by KAI**

Access by KAI terus mengalami pengembangan untuk meningkatkan kenyamanan dan kemudahan pelanggan dalam merencanakan serta menikmati perjalanan mereka. Tidak hanya berfungsi sebagai platform pembelian tiket kereta api jarak jauh, lokal, KRL, KA Bandara, LRT Jabodebek, dan KCJB Whoosh, aplikasi ini kini semakin terintegrasi dengan kebutuhan perjalanan multimoda dan berbagai layanan pendukung lainnya. Beberapa pengembangan dan fitur utama yang telah hadir maupun tengah dikembangkan antara lain:

1. **Integrasi Layanan Perjalanan dan Pendukung**

- a. **Integrasi Antarmoda**

Pemesanan layanan *first mile* dan *last mile* bekerja sama dengan Taksi Bluebird dan Bus DAMRI.

- b. **Trip Planner & Pemesanan Hotel**

Merencanakan *itinerary* lengkap dan pemesanan hotel dalam satu aplikasi.

- c. **Live Tracking**

Pelacakan perjalanan kereta secara *real-time*.

- d. **Add Infant & Add Ticket**

Fitur untuk menambahkan pemesanan penumpang bayi serta memasukkan tiket dari channel pembelian lain ke dalam Access by KAI.

Website

The Company's website has a website with the address www.kai.id which provides the latest information and data, news, press releases, articles, job vacancy information, auctions, public information disclosure, *heritage*, CSR investor relations, GCG, *sustainability* and achievements. The Company's website also provides ticket booking facilities. Information on the website is presented in Indonesian.

KAI App

KAI always maintains excellent service for all passengers, including by providing convenience to customers at their fingertips, namely in the form of an application. As of 2024, KAI had the following applications:

- **Access by KAI Mobile App**

Access by KAI is continually developed to enhance customer comfort and convenience in planning and enjoying their trips. This application serves not only as a platform for purchasing long-distance, local, KRL, Airport Train, Jabodebek LRT, and KCJB Whoosh train tickets, but it is also increasingly integrated to meet multimodal travel needs and offer various supporting services. Some of the main developments and features, both available and in progress, include:

1. **Integration of Travel and Support Services**

- a. **Intermodal Integration**

Book first-mile and last-mile services in collaboration with Bluebird Taxis and DAMRI Buses.

- b. **Trip Planner & Hotel Reservations**

Plan a complete itinerary and make hotel reservations all within one application.

- c. **Live Tracking**

Track train travel in real time.

- d. **Add Infant & Add Ticket**

Features that allow adding infant passenger reservations and entering tickets purchased from other channels into Access by KAI.

e. Asuransi Perjalanan

Menyediakan layanan tambahan pemesanan asuransi tambahan yang mencakup pengembalian dana 100% dan perlindungan diri selama perjalanan.

2. Layanan Transaksi dan Pembayaran**a. KAI Pay**

Dompet digital untuk pembayaran berbagai layanan, termasuk transaksi menggunakan QRIS.

b. Payment Point Online Bank (PPOB)

Pembelian pulsa, paket data, dan token listrik.

c. Top Up KMT

Pengisian saldo Kartu Multi Trip milik PT KCI langsung dari aplikasi.

d. Tersedia Banyak Pilihan Metode Pembayaran

Pada Access by KAI tersedia berbagai macam metode pembayaran yang mendukung layanan penumpang seperti Paylater, QRIS, E-wallet, Kartu Kredit, *Direct Debit*, Gerai Retail, ATM, Mobile Banking dan Internet Booking.

3. Kenyamanan dan Kemudahan Pengguna**a. Railfood**

Pemesanan makanan dan minuman yang dapat dilakukan sebelum keberangkatan atau saat dalam perjalanan.

b. Loyalty Program

Pengembangan program *Railpoint* dimana *Railpoint* bisa ditukarkan untuk pembelian tiket kereta api dan juga ditukarkan dengan berbagai *merchant* yang bekerja sama seperti MAP Club dan Mayasari.

c. Layanan Hiburan Premium

Menyediakan konten hiburan eksklusif untuk kenyamanan pelanggan selama perjalanan.

d. Jadwal Salat

Informasi waktu salat berdasarkan lokasi pengguna, sebagai bentuk layanan yang inklusif.

e. Popup Banner

Menampilkan informasi promosi dan pengumuman penting secara langsung dalam aplikasi.

4. Kemudahan Akses dan Pengelolaan Tiket**a. Transfer Tiket, Pembatalan & Ubah Jadwal**

Fitur yang semakin disempurnakan untuk memberikan fleksibilitas dalam pengelolaan perjalanan.

e. Travel Insurance

Offer additional insurance reservation services that include a 100% refund and personal protection during the trip.

2. Transaction and Payment Services**a. KAI Pay**

A digital wallet for various services, including transactions using QRIS.

b. Payment Point Online Bank (PPOB)

Purchase credits, data packages, and electricity tokens.

c. Top Up KMT

Directly refill the balance of PT KCI's Multi Trip Card from the application.

d. Multiple Payment Method Options Available

Access by KAI provides a variety of payment methods supporting passenger services, including PayLater, QRIS, e-wallets, credit cards, direct debit, retail outlets, ATMs, mobile banking, and internet booking.

3. Convenience and Ease of Use**a. Railfood**

Order food and drinks before departure or while traveling.

b. Loyalty Program

Development of the Railpoint program, where Railpoints can be exchanged for train tickets or redeemed with various collaborating merchants, such as MAP Club and Mayasari.

c. Premium Entertainment Services

Exclusive entertainment content is offered for customer convenience during trips.

d. Prayer Schedule

Provides prayer time information based on user location as an inclusive service.

e. Popup Banner

Displays promotional information and important announcements directly within the application.

4. Ease of Access and Ticket Management**a. Ticket Transfer, Cancellation & Change Schedule:**

Enhanced features that provide greater flexibility in travel management.

b. Registrasi dengan Face Recognition

Teknologi pengenalan wajah untuk meningkatkan keamanan dan mempermudah proses registrasi akun.

c. E-Porter

Layanan pemesanan porter secara langsung melalui aplikasi.

d. Penyempurnaan UI/UX:

Dilakukan berdasarkan evaluasi performa aplikasi dan masukan pelanggan.

b. Registration with Face Recognition

Utilizes facial recognition technology to improve security and simplify the account registration process.

c. E-Porter

A porter booking service available directly through the application.

d. UI/UX Improvements

Conducted based on application performance evaluations and customer feedback.

Hingga akhir tahun 2024, aplikasi Access by KAI telah diunduh sebanyak 26.504.433 kali, dengan 21.219.291 pengguna terdaftar dan sekitar 7.347.043 pengguna aktif bulanan. Aplikasi ini terus menjadi bagian penting dalam transformasi digital PT Kereta Api Indonesia, menghadirkan solusi perjalanan yang modern, nyaman, dan terintegrasi bagi masyarakat Indonesia.

By the end of 2024, the Access by KAI application had been downloaded 26,504,433 times, with 21,219,291 registered users and approximately 7,347,043 monthly active users. This application continues to play a crucial role in PT Kereta Api Indonesia's digital transformation, offering modern, comfortable, and integrated travel solutions for the Indonesian public.

• **Aplikasi Mobile PPID KAI**

KAI sebagai salah satu badan publik berkomitmen untuk melaksanakan dan mengelola keterbukaan informasi publik sebaik mungkin. Ini bertujuan untuk mengelola informasi dan dokumentasi yang bertugas membantu masyarakat dalam mendapatkan informasi seputar KAI. Untuk mengikuti perkembangan zaman KAI berinovasi dengan menciptakan aplikasi *mobile* PPID. Selain memuat tentang Daftar Informasi Publik KAI dan peraturan-peraturan terkait Komisi Informasi Pusat (KIP), aplikasi PPID juga memuat menu khusus untuk permohonan informasi publik. Pengguna yang memakai menu tersebut akan langsung tersambung dan dilayani oleh admin atau staf PPID.

• **KAI PPID Mobile App**

KAI as a public agency is committed to implementing and managing public information disclosure as best as possible. This aims to manage information and documentation which is tasked with helping the public obtain information about KAI. To keep up with developments, KAI innovated by creating the PPID mobile application. Apart from containing the KAI Public Information List and regulations related to the Central Information Commission (KIP), the PPID application also contains a special menu for requests for public information. Users who use this menu will be immediately connected and served by the admin or PPID staff.

Pedoman Perilaku

Code Of Conduct

Pedoman Perilaku (*Code of Conduct*) merupakan pedoman sikap, tingkah laku, dan perbuatan di dalam melaksanakan tugas dan pergaulan hidup sehari-hari, yang diterapkan untuk mewujudkan visi dan misi Perseroan. Pedoman perilaku juga dikenal sebagai Kode Etik Perseroan.

The Code of Conduct is a guideline for attitudes, behavior, and actions in carrying out tasks and daily life relationships, which is applied to realize the Company's vision and mission. The code of conduct is also known as the Company's Code of Ethics.

KAI menjalankan usaha sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG), salah satunya dengan menetapkan pedoman perilaku yang berisi uraian perilaku yang harus dipatuhi dan dijalankan Insan KAI, mencakup Dewan Komisaris, Direksi, dan seluruh pekerja, dalam melaksanakan tanggung jawab dan kewenangan masing-masing.

KAI carries out business in accordance with Good Corporate Governance (GCG) principles, one of which is by establishing a code of conduct which contains a description of the behavior that must be adhered to and carried out by KAI personnel, including the Board of Commissioners, Board of Directors, and all employees, in carrying out their respective responsibilities and authorities.

KAI menjalankan bisnisnya secara etis dan mematuhi semua hukum dan peraturan perundang-undangan yang berlaku. Dalam menjalankan bisnis, etika dan integritas harus menjadi dasar atas pelaksanaan semua hubungan Perseroan, termasuk dengan pelanggan, penyedia barang dan jasa, pekerja dan *stakeholders* lainnya.

Pedoman Perilaku disusun dengan tujuan sebagai:

1. komitmen untuk mewujudkan visi dan misi Perseroan sebagai panduan perilaku yang harus dipatuhi dalam melaksanakan seluruh aktivitas pribadi dan kegiatan Perseroan;
2. mencegah terjadinya pelanggaran disiplin dan etika;
3. menjaga martabat dan kehormatan Insan KAI dan Perseroan; dan
4. mengembangkan hubungan harmonis yang saling menguntungkan antara Insan KAI dan pemangku kepentingan berdasarkan prinsip tata kelola perusahaan yang baik.

Manfaat penerapan Pedoman Perilaku ini adalah:

1. terciptanya iklim organisasi yang tertib, teratur, sehat, dan nyaman dalam lingkungan kerja;
2. sarana kontrol sosial bagi pemangku kepentingan (*stakeholders*) atas perilaku Insan KAI;
3. sebagai arah dan pedoman bagi Insan KAI dalam bertindak dan bertingkah laku dalam melaksanakan tugas dan pergaulan sehari-hari; dan
4. mendorong Insan KAI bersikap kritis dan rasional dalam mengambil keputusan yang independen.

Lebih lanjut, KAI telah menetapkan dan mengimplementasikan kebijakan *anti-trust* dalam pedoman perilaku dengan tujuan untuk menjaga persaingan usaha yang sehat dan berkelanjutan. Dalam pedoman perilaku Insan KAI tidak akan terlibat dalam perilaku atau aktivitas yang dapat menimbulkan pertanyaan tentang kejujuran, integritas atau menyebabkan rusaknya reputasi Perusahaan.

Komitmen ini dilakukan dengan penandatanganan Pernyataan Kepatuhan terhadap Pedoman Perilaku oleh manajemen pada tahun 2019 secara elektronik dan telah diinformasikan melalui website internal Perusahaan. Pada tahun 2022, pedoman perilaku telah dimutakhirkan melalui Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku.

KAI carries out its business ethically and complies with all applicable laws and regulations. In running a business, ethics, and integrity must be the basis for the implementation of all Company relationships, including with customers, providers of goods and services, workers, and other *stakeholders*.

The Code of Conduct is prepared with the following objectives:

1. commitment to realize the Company's vision and mission as a guide to behavior that must be adhered to in carrying out all personal activities and Company activities;
2. preventing violations of discipline and ethics;
3. maintaining the dignity and honor of KAI and Company personnel; and
4. developing harmonious, mutually beneficial relationships between KAI personnel and *stakeholders* based on the principles of good corporate governance.

The benefits of implementing this Code of Conduct are:

1. creating an orderly, regular, healthy, and comfortable organizational climate in the work environment;
2. a means of social control for *stakeholders* over the behavior of KAI personnel;
3. as a direction and guideline for KAI personnel in acting and behaving in carrying out daily tasks and relationships; and
4. encouraging KAI personnel to be critical and rational in making independent decisions.

Furthermore, KAI has established and implemented an *anti-trust* policy in the code of conduct to maintain healthy and sustainable business competition. In the code of conduct, KAI personnel will not engage in behavior or activities that may raise questions about honesty, integrity or cause damage to the Company's reputation.

This commitment is carried out by signing the Statement of Compliance with the Code of Conduct by management in 2019 electronically and has been informed through the Company's internal website. In 2022, the code of conduct has been updated through the Board of Directors Regulation No. PER.U/KC.202/II/1/KA-2022 concerning the Code of Conduct.

POKOK-POKOK PEDOMAN PERILAKU

Pedoman Perilaku Perseroan memuat pokok-pokok perilaku etika Perseroan yang harus dipatuhi, yang terdiri atas Nilai-nilai Perseroan, Benturan Kepentingan dan Korupsi, Pemberian dan Penerimaan Hadiah, Jamuan, Hiburan dan Pemberian Donasi, Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) serta Pelestarian Lingkungan, Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi, Integritas Laporan Keuangan, Perlindungan Informasi Perusahaan dan Aset Tak Berwujud (*Intangible Asset*), Perlindungan Harta/Aset Perusahaan, Kegiatan Sosial dan Politik, Etika yang Terkait dengan Pemangku Kepentingan (*Stakeholders*), serta Penegakan Pedoman Perilaku.

1. Nilai-Nilai Perusahaan

Insan KAI menerapkan nilai-nilai utama Perusahaan dalam mewujudkan Visi dan Misi Perusahaan, yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) dengan penjabaran sebagai berikut:

- AMANAH adalah memegang teguh kepercayaan yang diberikan
- KOMPETEN adalah terus belajar dan mengembangkan kapabilitas
- HARMONIS adalah saling peduli dan menghargai perbedaan
- LOYAL adalah berdedikasi dan mengutamakan kepentingan bangsa dan negara
- ADAPTIF adalah terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan
- KOLABORATIF adalah membangun kerja sama yang sinergis

2. Benturan Kepentingan dan Korupsi

- Perusahaan mendefinisikan benturan kepentingan sebagai situasi dimana kepentingan pribadi dan kepentingan Perusahaan berada dalam posisi yang saling bertentangan, sehingga dapat mempengaruhi objektivitas dalam pengambilan keputusan atau tindakan.
- Perusahaan berkomitmen untuk menjalankan kegiatan usaha dengan berintegritas dan menghindari benturan kepentingan untuk menciptakan Perusahaan yang bersih dari praktik korupsi.
- Untuk mencapai komitmen tersebut, Insan KAI:
 - bertanggung jawab untuk memastikan bahwa kepentingan pribadi di luar pekerjaan tidak mengganggu kewajiban terhadap Perusahaan;
 - menghindari segala bentuk benturan kepentingan baik langsung maupun tidak langsung;

KEY POINTS OF THE CODE OF CONDUCT

The Company's Code of Conduct contains the main points of the Company's ethical behavior that must be adhered to, consisting of the Company's Values, Conflict of Interest and Corruption, Giving and Accepting Gifts, Hospitality, Entertainment and Donations, Concern for Occupational Safety and Health (K3) and Environmental Conservation, Equal Opportunity to Obtain Employment and Promotion, Integrity of Financial Reports, Protection of Company Information and Intangible Assets, Protection of Company Assets, Social and Political Activities, Ethics Related to Stakeholders, and Enforcement of the Code of Conduct.

1. Company Values

KAI personnel implement the Company's core values in realizing the Company's Vision and Mission, namely AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive, and Collaborative) with the following description:

- TRUSTWORTHY is upholding the trust given
- COMPETENT is continuing to learn and develop capabilities
- HARMONIOUS is caring for each other and respecting differences
- LOYAL is dedicated and prioritizing the interests of the nation and state
- ADAPTIVE is continuing to innovate and be enthusiastic in driving or facing change
- COLLABORATIVE is building synergistic cooperation

2. Conflicts of interest and Corruption

- The Company defines a conflict of interest as a situation where personal interests and the Company's interests are in conflict, so that it can affect objectivity in decision making or action.
- The Company is committed to carrying out business activities with integrity and avoiding conflicts of interest to create a Company that is free from corrupt practices.
- To achieve this commitment, KAI Personnel:
 - be responsible for ensuring that personal interests outside of work do not interfere with obligations to the Company;
 - avoid any form of conflict of interest, either directly or indirectly;

- 3) tidak bekerja atau memiliki hubungan kerja dengan pihak lain, kecuali atas penugasan dari Perusahaan;
- 4) tidak menjadi penyedia barang dan jasa secara langsung maupun tidak langsung;
- 5) tidak menggunakan fasilitas Perusahaan untuk kepentingan pribadi, keluarga, dan/atau pihak lain yang tidak sesuai ketentuan;
- 6) tidak melakukan dan/atau terlibat segala bentuk tindakan korupsi.

- 3) do not work or have an employment relationship with other parties, except on assignment from the Company;
- 4) do not become a provider of goods and services directly or indirectly;
- 5) do not use Company facilities for personal, family, and/or other party interests that are not in accordance with the provisions;
- 6) do not carry out and/or be involved in any form of corruption.

3. Penerimaan Gratifikasi, Pemberian Donasi, dan Pemberian Hadiah

a. Penerimaan Gratifikasi

- 1) Perusahaan berkomitmen menjunjung tinggi integritas dan tidak menoleransi suap.
- 2) Untuk mewujudkan komitmen ini, Insan KAI harus waspada dalam menerima hadiah, jamuan, dan hiburan, apabila menurut pertimbangan Insan KAI, tindakan tersebut dapat mempengaruhi atau terkesan mempengaruhi pengambilan keputusan; wajib menolak semua bentuk gratifikasi dalam bentuk apapun yang mengarah pada suap, yaitu gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya, termasuk gratifikasi terkait momen hari raya keagamaan dan hari besar lainnya kecuali keadaan tidak memungkinkan untuk menolak, maka Insan KAI wajib melaporkan gratifikasi sesuai ketentuan di Perusahaan; melaporkan penerimaan gratifikasi dan penolakan gratifikasi sebagaimana diatur dalam Peraturan Direksi tentang Pedoman Pengendalian Gratifikasi.

b. Pemberian Donasi

- 1) Dalam batas kepatutan, donasi untuk tujuan amal dapat dibenarkan.
- 2) Donasi untuk tujuan lain hanya boleh dilakukan bila sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan, seperti Program Bina Lingkungan.
- 3) Perusahaan tidak diperkenankan memberikan dana, aset, atau keuntungan Perusahaan untuk kepentingan donasi politik kecuali dilakukan sesuai ketentuan peraturan perundang-undangan.

c. Pemberian Hadiah

Pemberian hadiah dapat dilakukan sepanjang tidak bertentangan dengan kepatutan dan ketentuan peraturan perundang-undangan.

3. Receiving Gratuities, Giving Donations, and Giving Gifts

a. Receiving Gratuities

- 1) The Company is committed to upholding integrity and does not tolerate bribery.
- 2) To realize this commitment, KAI Personnel must be vigilant in accepting gifts, meals, and entertainment, if in the opinion of KAI Personnel, such actions can influence or appear to influence decision-making; must reject all forms of gratuity in any form that leads to bribery, namely gratuity related to position and contrary to obligations or duties, including gratuity related to religious holidays and other major days unless circumstances do not allow for refusal, then KAI Personnel must report gratuity in accordance with the provisions in the Company; report receipt of gratuity and rejection of gratuity as regulated in the Board of Directors Regulation on Guidelines for Gratuity Control.

b. Giving Donations

- 1) Within the limits of propriety, donations for charitable purposes may be justified.
- 2) Donations for other purposes may only be made in accordance with the provisions of laws and regulations and provisions in the Company, such as the Community Development Program.
- 3) The Company is not permitted to provide funds, assets, or profits of the Company for political donations unless done in accordance with the provisions of laws and regulations.

c. Giving Gifts

Gift giving may be done as long as it does not conflict with propriety and the provisions of statutory regulations.

4. Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) serta Pelestarian Lingkungan

Perusahaan berkomitmen melaksanakan operasional yang memperhatikan aspek kesehatan kerja, keselamatan, keamanan, dan perlindungan lingkungan untuk menciptakan lingkungan yang sehat, selamat, aman dan nyaman sehingga mampu meningkatkan produktivitas sumber daya manusia yang ada.

5. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi

Perusahaan berkomitmen untuk memegang teguh prinsip kesetaraan, dimana setiap Pekerja mendapat hak, perlakuan, dan kesempatan yang sama dalam bekerja dan mengembangkan karier, bebas dari diskriminasi etnis, warna kulit, ras, agama, jenis kelamin, usia, keadaan cacat yang dilindungi oleh peraturan perundang-undangan. Perusahaan memperlakukan Pekerja secara adil dalam segala hal berdasarkan kompetensi, kinerja, dan prestasi, dari mulai sebelum bekerja (rekrutmen), saat bekerja (penempatan dan promosi jabatan) dan setelah bekerja. Perusahaan juga menyediakan pelatihan dan pendidikan untuk pengembangan karier semua Pekerja sesuai ketentuan di Perusahaan.

6. Integritas Laporan Keuangan

Perusahaan berkomitmen menyediakan laporan keuangan yang benar, jujur, dan akuntabel dengan menampilkan kondisi perusahaan yang sebenar-benarnya tanpa ada yang disembunyikan. Perusahaan menyusun laporan keuangan berdasarkan Standar Akuntansi Keuangan yang berlaku.

7. Perlindungan Informasi Perusahaan

Perusahaan berkomitmen untuk melindungi data dan informasi yang merupakan aset penting dari akses pihak luar perusahaan yang tidak berkepentingan. Perusahaan juga berkomitmen menjaga aset tak berwujud (*intangible asset*) diantaranya hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas perintah, dan/atau atas beban Perusahaan menjadi milik perusahaan yang dituangkan dalam suatu perjanjian.

8. Aset Tak Berwujud (*Intangible Asset*)

Perusahaan juga berkomitmen menjaga aset tak berwujud (*intangible asset*) diantaranya hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas perintah, dan/atau atas beban Perusahaan menjadi milik perusahaan yang dituangkan dalam suatu perjanjian.

4. Concern for Occupational Health and Safety (OHS) and Environmental Preservation

The company is committed to carrying out operations that pay attention to aspects of occupational health, safety, security and environmental protection to create a healthy, safe, secure and comfortable environment so as to increase the productivity of existing human resources.

5. Equal Opportunity to Employment and Promotion

The Company is committed to upholding the principle of equality, where every Worker gets the same rights, treatment, and opportunities in working and developing a career, free from discrimination based on ethnicity, skin color, race, religion, gender, age, disability protected by laws and regulations. The Company treats Workers fairly in all matters based on competence, performance, and achievement, from before working (recruitment), while working (placement and promotion) and after working. The Company also provides training and education for career development of all Workers in accordance with the provisions in the Company.

6. Integrity of Financial Statements

The Company is committed to providing true, honest, and accountable financial statements by displaying the Company's true condition without anything being hidden. The Company prepares financial statements based on applicable Financial Accounting Standards.

7. Protection of Company Information

The Company is committed to protecting data and information that are important assets from unauthorized access by external parties. The Company is also committed to safeguarding intangible assets, including research results, technology, intellectual property rights obtained by order, and/or at the expense of the Company, which are the property of the Company as stated in an agreement.

8. Intangible Assets

The Company is also committed to maintaining intangible assets, including research results, technology, intellectual property rights obtained on orders and/or at the expense of the Company, which become the property of the Company as stated in an agreement.

9. Informasi Orang Dalam

Informasi Orang Dalam adalah informasi material yang berhubungan dengan kegiatan transaksi efek (transaksi terkait surat berharga, yaitu surat pengakuan utang, surat berharga komersial, saham, obligasi, tanda bukti utang, unit penyertaan kontrak investasi kolektif, kontrak berjangka atas efek, dan setiap derivatif dari efek) yang dimiliki oleh Orang Dalam namun belum tersedia untuk umum, sebagai bentuk komitmen:

- Orang Dalam dilarang terlebih dahulu memberikan informasi Orang Dalam kepada pihak lain atau bukan Orang Dalam;
- dilarang menyebarkan informasi terkait transaksi efek tanpa ada izin dari Orang Dalam;
- pihak yang bukan Orang Dalam dimaksud tidak menggunakan Informasi Orang Dalam tersebut selain untuk melakukan transaksi efek dengan Orang Dalam dimaksud;
- pihak yang bukan Orang Dalam dimaksud tidak melakukan transaksi efek emiten atau perusahaan publik atau perusahaan lain yang melakukan transaksi dengan emiten atau perusahaan publik dimaksud dalam jangka waktu 6 (enam) bulan sejak informasi diperoleh, selain untuk melakukan transaksi efek dengan Orang Dalam dimaksud;

10. Perlindungan Harta/Aset Perusahaan

Perusahaan berkomitmen untuk menjaga seluruh aset perusahaan untuk digunakan sesuai peruntukan dan manfaat yang telah ditetapkan sesuai ketentuan di Perusahaan. Terhadap aset Perusahaan, Insan KAI harus:

- menjaga agar penggunaan aset Perusahaan dapat memberikan nilai tambah bagi Perusahaan sesuai kaidah-kaidah sosial, ekonomi, dan finansial yang dapat dipertanggungjawabkan dengan memperhitungkan risiko usaha terkait;
- menjaga, memelihara, mengamankan, dan menyelamatkan aset perusahaan sesuai dengan ketentuan yang berlaku; dan
- tidak menggunakan dan memanfaatkan aset perusahaan untuk kepentingan pribadi, kepentingan kelompok dan atau aktivitas politik serta pihak ketiga lainnya.

9. Inside Information

Insider Information is material information related to securities transaction activities (transactions related to securities, namely debt acknowledgment letters, commercial securities, shares, bonds, debt certificates, collective investment contract participation units, futures contracts for securities, and any derivatives of securities) owned by Insiders but not yet available to the public, as a form of commitment:

- Insiders are prohibited from first providing Insider information to other parties or non-Insider;
- Prohibited from disseminating information related to securities transactions without permission from the Insider;
- Parties who are not Insiders in question do not use the Insider Information other than to conduct securities transactions with the Insider in question;
- Parties who are not Insiders in question do not conduct securities transactions of issuers or public companies or other companies that conduct transactions with the issuer or public company in question within a period of 6 (six) months since the information was obtained, other than to conduct securities transactions with the Insider in question;

10. Company Price/Asset Protection

The Company is committed to maintaining all company assets to be used according to the designated use and benefits that have been determined according to the provisions in the Company. Regarding Company assets, KAI Personnel must:

- ensure that the use of Company assets can provide added value to the Company in accordance with social, economic, and financial principles that can be accounted for by taking into account related business risks;
- maintain, preserve, secure, and save company assets in accordance with applicable provisions; and
- not use and utilize company assets for personal interests, group interests and/or political activities and other third parties.

11. Kegiatan Sosial dan Politik

Dalam kegiatan sosial, Perusahaan berkomitmen memberikan manfaat yang sebesar-besarnya bagi masyarakat baik secara langsung maupun tidak langsung sesuai ketentuan peraturan perundang-undangan. Perusahaan juga mendorong Insan KAI untuk mengikuti program tanggung jawab sosial dan lingkungan antara lain program donor darah, bantuan masa pandemi, operasional *rail clinic*, dan lain sebagainya.

Perusahaan berkomitmen menjamin hak setiap Insan KAI untuk berserikat dan menyalurkan aspirasi politiknya selama tidak bertentangan dengan ketentuan peraturan perundang-undangan peraturan perundang-undangan dan ketentuan di Perusahaan. Perusahaan bersikap netral dengan tidak memberikan kontribusi yang berasal dari dana Perusahaan atau menggunakan aset Perusahaan yang ditujukan untuk mendukung partai politik atau kandidat jabatan politik mana pun. Sebagai bentuk komitmennya, Insan KAI dilarang:

- a. menjadi anggota dan/atau pengurus partai politik;
- b. ikut serta dalam kegiatan partai politik dan kandidat jabatan politik;
- c. melakukan kegiatan politik di lingkungan Perusahaan;
- d. menggunakan sarana, fasilitas, aset, dan dana Perusahaan untuk kepentingan partai politik atau kandidat jabatan politik;
- e. melakukan kampanye atau melakukan aktivitas yang menggambarkan bentuk keberpihakan atau penolakan pada partai politik dan/atau kandidat jabatan politik baik secara nyata dan/atau daring termasuk melalui media sosial (*posting*, *komen*, *share*, *like*);
- f. foto bersama dengan kandidat jabatan politik atau memasang segala bentuk gambar yang menggambarkan bentuk dukungan atau keberpihakan, termasuk berfoto dengan mengikuti simbol gerakan tangan/gerakan yang mengindikasikan keberpihakan;
- g. menjadi pembicara/narasumber dalam kegiatan partai politik dan/atau kandidat jabatan politik;
- h. mengadakan kegiatan yang mengarah keberpihakan atau dukungan pada partai politik dan/atau kandidat jabatan politik antara lain berupa pertemuan, ajakan, himbauan, seruan dan/atau pemberian barang;
- i. membuat kebijakan Perusahaan yang dapat merugikan atau menguntungkan salah satu partai politik dan/atau kandidat jabatan politik dan bertentangan dengan ketentuan peraturan perundang-undangan;

11. Social and Political Activities

In social activities, the Company is dedicated to providing the greatest possible benefits to the community, both directly and indirectly, in accordance with applicable laws and regulations. The Company also encourages KAI Personnel to engage in social and environmental responsibility programs, such as blood donation initiatives, pandemic assistance, rail clinic operations, and more.

The Company is committed to protecting the rights of every KAI Personnel to associate and express their political aspirations, provided these actions do not conflict with legal provisions and Company policies. The Company maintains neutrality by refraining from making contributions from Company funds or utilizing Company assets to support any political party or candidate. To reinforce this commitment, KAI Personnel are prohibited from:

- a. Becoming a member or administrator of a political party;
- b. Participating in political party activities or with political office candidates;
- c. Engaging in political activities within the Company;
- d. Using Company facilities, assets, or funds for the benefit of a political party or candidate;
- e. Conducting campaigns or activities that show partisanship or opposition to any political party or candidate, whether in real life or online, including through social media (such as posting, commenting, sharing, or liking);
- f. Taking photographs with political candidates or posting any images that indicate support or partisanship, including gestures associated with partisanship;
- g. Serving as a speaker or resource person in political party activities or with political candidates;
- h. Organizing activities that promote partisanship or support for a political party or candidate, including meetings, invitations, appeals, or distributing goods;
- i. Creating Company policies that may harm or benefit any political party or candidate and that contradict legal provisions;

- j. menjadi anggota atau simpatisan organisasi dan/atau paham yang dilarang oleh ketentuan peraturan perundang-undangan atau Pemerintah; dan
- k. mengikuti kegiatan penyampaian pendapat di muka umum yang bertentangan dengan ketentuan peraturan perundang-undangan; dan
- l. melakukan aktivitas, mengikuti kegiatan, dan/atau membuat unggahan gambar dan/atau informasi yang bertentangan dengan ketentuan peraturan perundang-undangan.

- j. Becoming a member or supporter of any organization or ideology that is prohibited by legal provisions or government regulations;
- k. Participating in public expressions of opinion that contradict legal provisions;
- l. Engaging in activities or disseminating images or information that violate legal provisions.

12. Etika yang Terkait dengan Pemangku Kepentingan (Stakeholders)

Dalam rangka mewujudkan hubungan yang berkualitas dan beretika dengan pemangku kepentingan (*stakeholders*), Perusahaan mempunyai komitmen sebagai berikut:

- a. Hubungan dengan Pekerja
Perusahaan menghormati dan memenuhi hak-hak Pekerja serta berkomitmen untuk:
 - 1) menerapkan penghargaan dan sanksi secara adil;
 - 2) melaksanakan ketentuan dalam Perjanjian Kerja Bersama;
 - 3) menyediakan sarana partisipasi, seperti konsultasi, diskusi, dan/atau forum bipartit antara serikat pekerja atau wakil pekerja dengan manajemen;
 - 4) menghargai kreativitas, inovasi dan inisiatif pekerja yang memberikan nilai tambah terhadap Perusahaan; dan
 - 5) menyosialisasikan peraturan perundang-undangan dan peraturan di Perusahaan yang berhubungan dengan Insan KAI.
- b. Hubungan dengan Pelanggan
Perusahaan berkomitmen:
 - 1) memberikan pelayanan terbaik melebihi standar pelayanan minimum;
 - 2) memberikan informasi yang diperlukan pengguna jasa secara benar, akurat, dan tepat waktu;
 - 3) menindaklanjuti keluhan pelanggan; dan
 - 4) mematuhi ketentuan peraturan perundang-undangan, memastikan keselamatan, ketepatan waktu, pelayanan dan kenyamanan.
- c. Hubungan dengan mitra kerja dan/atau penyedia barang dan jasa
Perusahaan berkomitmen melakukan perikatan yang saling menguntungkan, adil, dan sehat dengan mitra kerja dan penyedia barang dan jasa sesuai ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan. Untuk mewujudkan hal tersebut, Insan KAI harus:

12. Ethics Related to Stakeholders

In order to realize quality and ethical relationships with stakeholders, the Company has the following commitments:

- a. Relations with Workers
The Company respects and fulfills Workers' rights and is committed to:
 - 1) apply rewards and sanctions fairly;
 - 2) implement the provisions in the Collective Labor Agreement;
 - 3) provide means of participation, such as consultation, discussion, and/or bipartite forums between labor unions or worker representatives and management;
 - 4) appreciate creativity, innovation and employee initiatives that provide added value to the Company; and
 - 5) disseminate laws and regulations in the Company that relate to KAI Personnel.
- b. Relations with Customers
The Company is committed to:
 - 1) providing the best service beyond minimum service standards;
 - 2) providing information needed by service users correctly, accurately, and on time;
 - 3) following up on customer complaints; and
 - 4) complying with the provisions of laws and regulations, ensuring safety, timeliness, service and comfort.
- c. Relationship with work partners and/or providers of goods and services
The Company is committed to carrying out mutually beneficial, fair and healthy contracts with partners and providers of goods and services in accordance with the provisions of laws and regulations and provisions in the Company. To realize this, KAI Personnel must:

- 1) memastikan bahwa kegiatan usaha dan proses bisnis Perusahaan dijalankan sesuai ketentuan peraturan perundang-undangan dan Anggaran Dasar;
- 2) melakukan praktik bisnis yang adil, etis, dan berintegritas;
- 3) melaksanakan proses pengadaan barang dan jasa yang transparan, adil, akuntabel, dan kompetitif sesuai ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan untuk mendapatkan penyedia barang dan jasa yang memenuhi kualifikasi persyaratan pekerjaan dan harga yang dapat dipertanggungjawabkan;
- 4) menjalin komunikasi yang baik dengan mitra kerja dan/atau penyedia barang dan jasa.

d. Hubungan dengan Pemerintah

Perusahaan berkomitmen:

- 1) memberikan informasi secara akurat dan tepat waktu, memelihara hubungan baik, dan komunikasi efektif dengan setiap jajaran Pemerintah yang berhubungan dengan bisnis perusahaan dalam batas koridor yang tidak bertentangan dengan ketentuan peraturan perundang-undangan;
- 2) menjamin bahwa jajaran Pemerintah akan dapat melaksanakan kewenangannya sesuai dengan ketentuan peraturan perundang-undangan;
- 3) mematuhi ketentuan peraturan perundang-undangan yang terkait operasi Perusahaan termasuk ketaatan pembayaran pajak, ketenagakerjaan, perizinan, dan lingkungan hidup;
- 4) berupaya meningkatkan secara optimal nilai pemegang saham diantaranya tingkat laba, tingkat pertumbuhan, valuasi Perusahaan, dan pencapaian target-target yang telah disepakati.

e. Hubungan dengan Masyarakat

Perusahaan berkomitmen melaksanakan tanggung jawab sosial untuk mendukung keberlanjutan perusahaan melalui program tanggung jawab sosial dan lingkungan yang terbagi menjadi tiga program yaitu hubungan komunitas, program kemitraan, dan bina lingkungan. Perusahaan berkomitmen mengantisipasi dampak negatif terhadap masyarakat yang ditimbulkan oleh kegiatan usaha Perusahaan. Untuk mewujudkan komitmen hubungan dengan masyarakat, Insan KAI harus:

- 1) berpartisipasi dalam menyukseskan program tanggung jawab sosial dan lingkungan; dan
- 2) tidak menyalahgunakan program Tanggung Jawab Sosial dan Lingkungan untuk kepentingan pribadi atau golongan tertentu.

- 1) ensure that the Company's business activities and business processes are carried out in accordance with the provisions of laws and regulations and the Articles of Association;
- 2) carry out fair, ethical, and integrity-based business practices;
- 3) carry out transparent, fair, accountable, and competitive procurement processes for goods and services in accordance with the provisions of laws and regulations and provisions in the Company to obtain providers of goods and services that meet the qualifications of job requirements and prices that can be accounted for;
- 4) establish good communication with work partners and/or providers of goods and services.

d. Relations with the Government

The Company is committed to:

- 1) provide information accurately and on time, maintain good relations, and effective communication with every level of Government related to the company's business within the corridor limits that do not conflict with the provisions of laws and regulations;
- 2) ensure that the Government will be able to exercise its authority in accordance with the provisions of laws and regulations;
- 3) comply with the provisions of laws and regulations related to the Company's operations including compliance with tax payments, employment, licensing, and the environment;
- 4) strive to optimally increase shareholder value including profit levels, growth rates, Company valuations, and achievement of agreed targets.

e. Relations with the Community

The Company is committed to implementing social responsibility to support the sustainability of the Company through social and environmental responsibility programs that are divided into three programs, namely community relations, partnership programs, and environmental development. The Company is committed to anticipating negative impacts on the community caused by the Company's business activities. To realize the commitment to community relations, KAI personnel must:

- 1) participate in the success of social and environmental responsibility programs; and
- 2) not misuse the Social and Environmental Responsibility program for personal or group interests.

f. Hubungan dengan Kreditur

Perusahaan melindungi hak dan kepentingan kreditur, serta berkomitmen:

- 1) melakukan pinjaman dengan kreditur yang memenuhi persyaratan sesuai ketentuan peraturan perundang-undangan dan tidak mempunyai benturan kepentingan dengan Perusahaan;
- 2) mematuhi kewajiban sesuai perjanjian;
- 3) menjamin setiap pinjaman dengan agunan yang memadai dan sah;
- 4) mengelola dana pinjaman secara efektif; dan
- 5) memberikan informasi keadaan Perusahaan yang akurat kepada kreditur sesuai perjanjian.

f. Relationship with Creditors

The Company protects the rights and interests of creditors, and is committed to:

- 1) making loans with creditors who meet the requirements according to the provisions of laws and regulations and do not have a conflict of interest with the Company;
- 2) complying with obligations according to the agreement;
- 3) guaranteeing each loan with adequate and valid collateral;
- 4) managing loan funds effectively; and
- 5) providing accurate information on the Company's condition to creditors according to the agreement.

13. Penegakan Pedoman Perilaku

Perusahaan berkomitmen menjalankan kegiatan usaha secara etis dan mematuhi semua ketentuan peraturan perundang-undangan. Insan KAI harus memastikan tidak akan terlibat dalam perilaku atau aktivitas yang dapat menimbulkan pertanyaan tentang kejujuran, integritas, atau menyebabkan rusaknya reputasi Perusahaan.

Untuk mewujudkan komitmen ini, Insan KAI:

- a. harus menandatangani komitmen kepatuhan setiap tahun secara elektronik;
- b. harus melaporkan pelanggaran yang berpotensi menimbulkan kerugian secara material dan/atau citra Perusahaan antara lain tindakan korupsi, kecurangan, penyuapan/gratifikasi, dan pelanggaran etik kepada atasan tertinggi atau melalui media penanganan pengaduan (*Whistle Blowing System*).

13. Enforcement of Code of Conduct

The Company is committed to conducting business activities ethically and complying with all provisions of laws and regulations. KAI personnel must ensure that they will not engage in behavior or activities that may raise questions about honesty, integrity, or cause damage to the Company's reputation.

To realize this commitment, KAI personnel:

- a. must sign an annual compliance commitment electronically;
- b. must report violations that have the potential to cause material losses and/or the Company's image, including acts of corruption, fraud, bribery/gratuity, and ethical violations to the highest superior or through the complaint handling media (*Whistle Blowing System*).

14. Pelanggaran dan Sanksi

Pelanggaran atas Pedoman Perilaku (*Code of Conduct*) ini diberikan sanksi sesuai Perjanjian Kerja Bersama dan ketentuan peraturan perundang-undangan melalui mekanisme yang berlaku di Perusahaan.

14. Violations and Sanctions

Violations of this Code of Conduct will be subject to sanctions in accordance with the Joint Work Agreement and provisions of laws and regulations through the mechanisms applicable in the Company.

KEPATUHAN TERHADAP PEDOMAN PERILAKU

Penandatanganan pernyataan kepatuhan terhadap pedoman perilaku (*code of conduct*) oleh Dewan Komisaris, Direksi dan seluruh Insan Perseroan setiap tahun sekali merupakan wujud komitmen Perseroan terhadap pedoman perilaku (*code of conduct*). Seluruh Dewan Komisaris, Direksi dan seluruh Insan Perseroan menyatakan berkomitmen:

1. Bertindak sesuai pedoman perilaku.
2. Menjalankan proses bisnis perusahaan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

COMPLIANCE WITH THE CODE OF CONDUCT

The annual signing of the statement of compliance with the code of conduct by the Board of Commissioners, Board of Directors, and all Company Personnel demonstrates the Company's commitment to these code of conduct. All members of the Board of Commissioners, Board of Directors, and Company Personnel declare their commitment to:

1. Acting in accordance with the code of conduct.
2. Conducting the Company's business processes based on the principles of good corporate governance.

3. Menghindari aktivitas yang dapat menimbulkan benturan kepentingan. 4. Tidak melakukan tindakan penyuapan yaitu menawarkan, menjanjikan, memberikan, menerima, atau meminta keuntungan/sesuatu yang tidak semestinya dalam lingkup pekerjaan. 5. Melaporkan setiap pelanggaran yang kami saksikan kepada otoritas yang berwenang atau media <i>Whistle Blowing System</i>. 6. Menolak dan melaporkan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban. 7. Menjaga kerahasiaan atas semua data dan informasi dalam bentuk apapun milik PT Kereta Api Indonesia (Persero) ("Data dan Informasi Perusahaan") dan tidak mengungkapkan, menyebarluaskan, mengalihkan atau memberikan data dan informasi dimaksud kepada pihak lain tanpa hak termasuk ketika setelah tidak ada hubungan kerja dengan Perusahaan; 8. Menerapkan prinsip Pelindungan Data Pribadi sesuai ketentuan peraturan perundang-undangan dan produk hukum Perusahaan, termasuk tidak melakukan hal-hal sebagai berikut: a. secara melawan hukum memperoleh atau mengumpulkan Data Pribadi yang bukan miliknya dengan maksud untuk menguntungkan diri sendiri atau orang lain yang dapat mengakibatkan kerugian Subjek Data Pribadi; b. secara melawan hukum mengungkapkan dan/atau menggunakan Data Pribadi yang bukan miliknya; dan c. membuat Data Pribadi palsu atau memalsukan Data Pribadi dengan maksud untuk menguntungkan diri sendiri atau orang lain yang dapat mengakibatkan kerugian bagi orang lain. 9. Menerima konsekuensi jika melakukan pelanggaran terhadap peraturan perusahaan dan perundang-undangan yang berlaku.	3. Avoiding activities that may create a conflict of interest. 4. Not engaging in bribery, which includes offering, promising, giving, receiving, or requesting benefits that are inappropriate within the scope of work. 5. Reporting any witnessed violations to the appropriate authorities or using the Whistle Blowing System. 6. Rejecting and reporting any gratuity related to their position that contradicts their obligations. 7. Maintaining the confidentiality of all data and information belonging to PT Kereta Api Indonesia (Persero) ("Company Data and Information") and not disclosing, disseminating, transferring, or providing this data to unauthorized parties, even after the termination of their working relationship with the Company. 8. Implementing the principle of Personal Data Protection in accordance with applicable laws and regulations, which includes refraining from the following actions: a. Unlawfully obtaining or collecting Personal Data that does not belong to them for personal or others' gain, potentially causing loss to the Personal Data Subject. b. Illegally disclosing or using Personal Data that does not belong to them. c. Creating or falsifying Personal Data with the intention of benefiting themselves or others, which could result in harm to others. 9. Accepting the consequences for any violations of company regulations and applicable laws.

Perusahaan menetapkan Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku (*Code of Conduct*). Insan KAI wajib mematuhi, mengimplementasikan dan menandatangani pernyataan kepatuhan pedoman perilaku secara elektronik setiap tahunnya. Monitoring kepatuhan pernyataan kepatuhan pedoman perilaku sampai dengan 31 Desember 2024, sebagai berikut:

The Company has established Board of Directors Regulation No. PER.U/KC.202/II/1/KA-2022 concerning the Code of Conduct. All KAI personnel are required to comply with, implement, and electronically sign the statement of compliance with the code of conduct each year. Compliance with the statement will be monitored until December 31, 2024, as outlined below:

Rekapitulasi Kepatuhan Penandatanganan Pedoman Perilaku Tahun 2024 Recapitulation of Compliance Signing of the 2024 Code of Conduct

No	Personal Area	Jumlah Pekerja / Total Employees	Sudah TTD / Signed		Belum TTD / Unsigned	
			Pekerja / Employees	%	Pekerja / Employees	%
1	Kantor Pusat / Head Office	1.889	1.889	100,0%	0	0,0%
2	Kesehatan / Health	20	20	100,0%	0	0,0%
3	Gudang Persediaan / Inventory Warehouse	38	38	100,0%	0	0,0%
4	Pendidikan & Pelatihan / Education & Training	209	209	100,0%	0	0,0%
5	DIVISI LRT / LRT DIVISION	609	609	100,0%	0	0,0%
6	DAOP 1 JAK / JAK 1 OPERATIONAL AREA	3.024	3.024	100,0%	0	0,0%
7	DAOP 2 BD / BD 2 OPERATIONAL AREA	1.828	1.828	100,0%	0	0,0%
8	DAOP 3 CN / CN 3 OPERATIONAL AREA	1.312	1.312	100,0%	0	0,0%
9	DAOP 4 SM / SM 4 OPERATIONAL AREA	1.807	1.807	100,0%	0	0,0%
10	DAOP 5 PWT / PWT 5 OPERATIONAL AREA	1.787	1.787	100,0%	0	0,0%
11	DAOP 6 YK / YK 6 OPERATIONAL AREA	1.945	1.945	100,0%	0	0,0%
12	DAOP 7 MN / MN 7 OPERATIONAL AREA	1.259	1.259	100,0%	0	0,0%
13	DAOP 8 SB / SB 8 OPERATIONAL AREA	2.402	2.402	100,0%	0	0,0%
14	DAOP 9 JR / JR 9 OPERATIONAL AREA	965	965	100,0%	0	0,0%
15	DIVRE I SU / SU I REGIONAL DIVISION	1.445	1.445	100,0%	0	0,0%
16	SUB DIVRE I ACEH / ACEH I REGIONAL SUB-DIVISION	18	18	100,0%	0	0,0%
17	DIVRE II SB / SB II REGIONAL DIVISION	565	565	100,0%	0	0,0%
18	DIVRE III PG / PG III REGIONAL DIVISION	3.131	3.131	100,0%	0	0,0%
19	DIVRE IV TNK / TNK IV REGIONAL DIVISION	2.198	2.198	100,0%	0	0,0%
20	BY Pulubrayan / Pulubrayan Railway Workshop	94	94	100,0%	0	0,0%
21	BY Lahat / Lahat Railway Workshop	347	347	100,0%	0	0,0%
22	BY Manggarai / Manggarai Railway Workshop	324	324	100,0%	0	0,0%
23	BY Tegal / Tegal Railway Workshop	255	255	100,0%	0	0,0%
24	BY Yogyakarta Yogyakarta / Yogyakarta Railway Workshop	391	391	100,0%	0	0,0%
25	BY Surabaya Gubeng / Surabaya Gubeng Railway Workshop	276	276	100,0%	0	0,0%
Total		28.138	28.138	100,0%	0	0,0%

PENYEBAR LUASAN PEDOMAN PERILAKU

Perseroan memahami bahwa sosialisasi merupakan tahapan penting dari penerapan pedoman perilaku. Secara berkala, Perseroan memastikan bahwa Pedoman Perilaku Perusahaan telah dikomunikasikan, dipahami dan dilaksanakan oleh seluruh Insan KAI. Sosialisasi tersebut yang dilakukan antara lain melalui kegiatan:

1. Sosialisasi etika bisnis dan budaya perusahaan termasuk di dalamnya terkait gratifikasi kepada manajemen puncak, jajaran pelaksana, hingga kepada pemangku kepentingan yang dilakukan baik melalui tatap muka maupun pertemuan virtual.

DISSEMINATION OF THE CODE OF CONDUCT

The Company understands that dissemination is an important stage in implementing the code of conduct. Periodically, the Company ensures that the Company's Code of Conduct has been communicated, understood, and implemented by all KAI personnel. This dissemination is carried out, among others, through activities:

1. Dissemination of business ethics and company culture, including regarding gratuities to top management, executive staff, and stakeholders, is carried out both through face-to-face and virtual meetings.

2. Pemahaman atas pedoman perilaku diberikan kepada calon pekerja dalam program orientasi yang telah dimasukkan dalam rencana pembelajaran (silabus) Perseroan.
3. Sosialisasi etika bisnis dan perilaku bisnis oleh manajemen puncak setiap unit di unitnya masing-masing.
4. Memuat etika bisnis dan perilaku bisnis di Media Internal Kontak yang merupakan sarana sosialisasi dan komunikasi keluarga besar Perseroan.
5. Sosialisasi melalui media *e-office*, *e-mail milis broadcast*, spanduk, media sosial, dan media massa.

UPAYA PENERAPAN DAN PENEGAKAN PEDOMAN PERILAKU

Perseroan senantiasa berupaya menegakkan Pedoman Perilaku Perseroan melalui berbagai ketentuan, kegiatan, komitmen, serta pembentukan tim penegakkan Pedoman Perilaku. Untuk menunjukkan komitmen menerapkan Pedoman Perilaku, setiap insan KAI diwajibkan membaca serta memahami dengan baik Pedoman Perilaku dan menandatangani Pernyataan Kepatuhan terhadap Pedoman Perilaku. Para mitra kerja/rekanan Perseroan juga diwajibkan menandatangani Pakta Integritas, terutama bagi rekanan Perseroan yang bekerja sama dalam pengadaan barang dan/atau jasa. Perseroan memberikan kesempatan kepada setiap pekerja untuk menyampaikan laporan dugaan pelanggaran Pedoman Perilaku melalui manajemen atau melalui sarana *Whistle Blowing System*.

JENIS SANKSI PELANGGARAN PEDOMAN PERILAKU

Sesuai dengan Perjanjian Kerja Bersama (PKB) Periode 2024-2026 Pasal 50 dan Pasal 52.

Informasi jenis sanksi pelanggaran pedoman perilaku di tahun 2024 adalah sebagai berikut:

Pelanggaran Disiplin / Disciplinary Violation	Jenis Hukuman Disiplin / Types of Disciplinary Sanctions
Tingkat I / Level I	1. Teguran tertulis yang berlaku selama 6 (enam) bulan atau / Written warning valid for 6 (six) months or 2. Pemotongan Tunjangan Kinerja sebesar 10 % (sepuluh persen), selama 6 (enam) bulan. / Reduction of Performance Allowance by 10% (ten percent), for 6 (six) months.
Tingkat II / Level II	1. Pemotongan Tunjangan Kinerja sebesar 20 % (dua puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 20% (twenty percent), for 6 (six) months. 2. Pemotongan Tunjangan Kinerja sebesar 30 % (tiga puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 30% (thirty percent), for 6 (six) months. 3. Pemotongan Tunjangan Kinerja sebesar 40 % (empat puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 40% (forty percent), for 6 (six) months.
Tingkat III / Level III	1. Pemotongan Tunjangan Kinerja sebesar 60 % (enam puluh persen), selama 6 (enam) bulan atau / Deduction of Performance Allowance by 60% (sixty percent), for 6 (six) months or 2. Demosi. / Demotion.
Tingkat Berat / Severe Level	Pelanggaran disiplin tingkat berat berupa PHK / Serious disciplinary violations in the form of dismissal

2. Understanding of the behavioral guidelines is provided to prospective employees in an orientation program that has been included in the Company's learning plan (syllabus).
3. Dissemination of business ethics and business behavior by top management of each unit in their respective units.
4. Contains business ethics and business behavior in Internal Contact Media which is a means of dissemination and communication for the Company's extended family.
5. Dissemination through *e-office* media, *e-mail broadcast* mailing lists, banners, social media, and mass media.

EFFORTS TO IMPLEMENT AND ENFORCE THE CODE OF CONDUCT

The Company always strives to enforce the Company's Code of Conduct through various provisions, activities, commitments, as well as the formation of a Code of Conduct enforcement team. To demonstrate commitment to implementing the Code of Conduct, every KAI employee is required to read and understand the Code of Conduct properly and sign a Statement of Compliance with the Code of Conduct. The Company's work partners/associates are also required to sign an Integrity Pact, especially for Company partners who collaborate in the procurement of goods and/or services. The Company provides every employee with the opportunity to submit reports of alleged violations of the Code of Conduct through management or through the *Whistleblowing System*.

TYPES OF SANCTIONS FOR VIOLATIONS OF THE CODE OF CONDUCT

In line with the Collective Work Agreement (PKB) of 2024-2026, Article 50 and Article 52.

Information on the types of sanctions for violating the code of conduct in 2024 is as follows:

KASUS PELANGGARAN PEDOMAN PERILAKU

Kasus pelanggaran pedoman perilaku yang terjadi di tahun 2024 telah ditindaklanjuti dan diberikan sanksi berdasarkan jenis pelanggaran yang dilakukan. Informasi kasus pelanggaran yang terjadi di tahun 2023 dan 2024 adalah sebagai berikut:

Jumlah Pelanggaran Pedoman Perilaku

Pelanggaran Disiplin / Disciplinary Violation	Number of Code of Conduct Violation Cases	
	2024	2023
Tingkat I / Level I	-	-
Tingkat II / Level II	-	-
Tingkat III / Level III	21	23
Tingkat Berat / Serious Level	55	33

CODE OF CONDUCT VIOLATION CASES

Code of conduct violation cases that occurred in 2024 have been followed up and sanctions have been given based on the type of violation committed. Information on violation cases that occurred in 2023 and 2024 is as follows:

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Performance Based Long Term Compensation Policy

Hingga 31 Desember 2024, Perseroan belum memiliki kebijakan terkait pemberian kompensasi jangka panjang berbasis kinerja. Selain itu, Perseroan tidak memiliki program kepemilikan saham oleh pekerja dan/atau manajemen (ESOP/MSOP) mengingat Perseroan bukan merupakan Perusahaan Terbuka.

As of December 31, 2024, the Company has not had a policy regarding providing long-term performance-based compensation. In addition, the Company does not have a share ownership program for employees and/or management (ESOP/MSOP) considering that the Company is not a Public Company.

Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi Serta Pelaksanaannya

Policy for Disclosure of Information on Share Ownership of the Board of Commissioners and Directors and its Implementation

Hingga 31 Desember 2024, Perseroan bukan merupakan Perusahaan Terbuka dan tidak memperjualbelikan sahamnya kepada masyarakat. Sehingga informasi kepemilikan saham Dewan Komisaris dan Direksi, mencakup informasi setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham perusahaan tidak disajikan dalam laporan ini.

As of December 31, 2024, the Company was not a Public Company and did not sell its shares to the public. Therefore, information on share ownership of the Board of Commissioners and Board of Directors, including information after ownership occurs or any changes in ownership of company shares, is not disclosed in this report.

Whistleblowing System

Whistleblowing System

Demi melaksanakan nilai-nilai utama Perseroan secara konsisten, di samping sebagai penjaminan dan peningkatan kualitas pelaksanaan tata kelola perusahaan yang baik, Perseroan menetapkan Pedoman Penanganan Pengaduan (*Whistle Blowing System*) dengan tujuan-tujuan sebagai berikut:

In order to consistently implement the Company's core values, in addition to maintaining and improving the quality of good corporate governance implementation, the Company has established a Complaint Handling Guideline (*Whistle Blowing System*) with the following objectives:

1. Membangun dan menerapkan WBS untuk mempermudah Perseroan dalam menangani laporan-laporan pelanggaran sekaligus melindungi kerahasiaan identitas Pelapor serta tetap menjaga informasi ini dalam arsip khusus yang dijamin keamanannya.
 2. Tersedianya mekanisme deteksi dini atas kemungkinan terjadinya dampak buruk akibat suatu pelanggaran.
 3. Memperkuat upaya preventif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian finansial termasuk hal-hal yang dapat merusak reputasi Perseroan dalam rangka memberikan pelayanan prima kepada pelanggan dan menjaga serta melindungi aset dan/ atau kepentingan Perseroan.
 4. Meningkatkan sistem pengawasan yang memberikan perlindungan kepada Pelapor dalam rangka pencegahan dan penyelesaian pelanggaran di lingkungan internal Perseroan.
 5. Timbulnya keengganan untuk melakukan pelanggaran sebagai dampak dari pengawasan oleh semua pihak.
 6. Meningkatkan reputasi Perseroan.
1. Developing and implementing a WBS to make it easier for the Company to handle violation reports while protecting the confidentiality of the identity of the Whistleblower and maintaining this information in a special archive whose security is guaranteed.
 2. Availability of early detection mechanisms for possible negative impacts resulting from a violation.
 3. Strengthen preventive efforts and encourage reporting of things that can cause financial losses, including things that can damage the Company's reputation in order to provide excellent service to customers and safeguard and protect the Company's assets and/or interests.
 4. Improving the supervision system that provides protection to Whistleblowers in the context of preventing and resolving violations in the Company's internal environment.
 5. The emergence of reluctance to commit violations as a result of supervision by all parties.
 6. Improve the Company's reputation.

Penerapan *Whistle Blowing System* di lingkungan Perseroan diatur dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 tanggal 12 Januari 2024 tentang Pedoman Penanganan Pengaduan (*Whistle Blowing System*).

The implementation of the *Whistle Blowing System* within the Company is regulated in the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 dated January 12, 2024 concerning Guidelines for Handling Complaints (*Whistle Blowing System*).

Perseroan menandatangani perjanjian kerja sama dengan Komisi Pemberantasan Korupsi (KPK) sebagai upaya mendukung upaya Pemerintah dalam melakukan pemberantasan tindak pidana korupsi. Perjanjian Kerja Sama (PKS) Nomor 70 Tahun 2021 dan KL.705/III/2/KA-2021 tanggal 2 Maret 2023 perihal Penanganan Pengaduan Dalam Upaya Pemberantasan Tindak Pidana Korupsi ini disahkan bersama dengan Kementerian Badan Usaha Milik Negara (BUMN) serta 26 BUMN lainnya. Lingkup Perjanjian Kerja Sama meliputi penyusunan dan/atau penguatan aturan internal Perseroan terkait penanganan pengaduan, komitmen pengelolaan penanganan pengaduan, penanganan pengaduan melalui aplikasi, koordinasi dan kegiatan bersama penanganan pengaduan serta pertukaran data dan/atau informasi.

The Company signed a cooperation agreement with the Corruption Eradication Commission (KPK) as an effort to support the Government's efforts in eradicating criminal acts of corruption. The Cooperation Agreement (PKS) No. 70 of 2021 and KL.705/III/2/KA-2021 dated March 2, 2023 concerning *Whistle Blowing System* in Efforts to Eradicate Criminal Acts of Corruption was ratified together with the Ministry of State-Owned Enterprises (BUMN) and 26 other BUMNs. The scope of the Cooperation Agreement includes the preparation and/or strengthening of the Company's internal regulations regarding complaint handling, commitment to managing complaint handling, handling complaints through applications, coordination and joint activities for handling complaints and exchange of data and/or information.

Pada tahun 2024 Perseroan telah merealisasikan program pembangunan WBS TPK Terintegrasi sesuai dengan rencana aksi yang telah disepakati pada tanggal 22 Mei 2024. KPK melakukan monitoring dan evaluasi kepada Perseroan pada tanggal 18 Desember 2018 yang bertujuan untuk mengetahui sejauh mana realisasi atas rencana pembangunan WBS TPK Terintegrasi tahun 2024 yang telah disepakati dan untuk

In 2024, the Company has realized the Integrated WBS TPK development program in accordance with the action plan agreed on May 22, 2024. The KPK conducted monitoring and evaluation of the Company on December 18, 2018, which aims to determine the extent of the realization of the Integrated WBS TPK development plan for 2024 that has been agreed upon and to identify problems and solutions to resolve

mengidentifikasi permasalahan dan solusi penyelesaiannya serta menyusun kegiatan untuk implementasi WBS TPK Terintegrasi tahun berikutnya.

Hasil monitoring dan evaluasi KPK menunjukkan komitmen yang baik dari Perseroan dengan dilaksanakannya kegiatan sebagaimana disepakati dalam rencana aksi. Kegiatan yang sifatnya berkelanjutan menjadi perhatian bersama untuk pelaksanaan tahun berikutnya.

JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Insan Perseroan dan/atau masyarakat dapat menyampaikan pengaduan atas tindakan yang dilakukan oleh Insan Perseroan, anggota dewan komisaris Anak Perusahaan, atau anggota direksi Anak Perusahaan yang berkaitan dengan dugaan:

1. Tindak pidana korupsi, meliputi:
 - a. kerugian keuangan Perseroan;
 - b. pemberian suap;
 - c. penerimaan suap;
 - d. penggelapan dalam jabatan;
 - e. pemerasan;
 - f. perbuatan curang;
 - g. benturan kepentingan; dan/atau
 - h. gratifikasi
2. Tindak pidana lain-lain yang berkaitan dengan tindak pidana korupsi, meliputi:
 - a. merintangi proses pemeriksaan perkara korupsi;
 - b. tidak memberikan keterangan mengenai kekayaan;
 - c. tidak memberikan keterangan atau memberi keterangan palsu;
 - d. memegang rahasia jabatan, tidak memberikan keterangan, atau memberi keterangan palsu; dan/atau
 - e. sebagai saksi membuka identitas pelapor.
3. Pelanggaran pedoman perilaku dan/atau pelanggaran kode etik Perseroan.
4. Pelanggaran disiplin pekerja Perseroan.
5. Tindak diskriminasi.
6. Tindak kekerasan.
7. Tindak pelecehan.

PENYAMPAIAN DAN PENANGANAN PENGADUAN

Pengaduan disampaikan kepada Unit pengelola WBS melalui:

1. Langsung, penyampaian secara lisan secara tatap muka atau menghubungi Unit pengelola WBS melalui nomor telepon 081214455300.

them and prepare activities for the implementation of the Integrated WBS TPK the following year.

The results of the KPK monitoring and evaluation show a good commitment from the Company by implementing activities as agreed in the action plan. Activities that are sustainable are a shared concern for implementation in the following year.

TYPES OF REPORTABLE VIOLATIONS

The Company's personnel and/or the public may submit complaints regarding actions taken by the Company's personnel, members of the board of commissioners of a Subsidiary, or members of the board of directors of a Subsidiary relating to allegations of:

1. Corruption crimes, including:
 - a. financial losses to the Company;
 - b. giving bribes;
 - c. accepting bribes;
 - d. embezzlement in office;
 - e. extortion;
 - f. fraudulent acts;
 - g. conflicts of interest; and/or
 - h. gratuities.
2. Other criminal acts related to criminal acts of corruption, including:
 - a. obstructing the process of examining corruption cases;
 - b. not providing information regarding assets;
 - c. not providing information or providing false information;
 - d. holding official secrets, not providing information or providing false information; and/or
 - e. as a witness revealing the whistleblower's identity.
3. Violation of the Company's code of conduct and/or violation of the Company's code of conduct.
4. Violation of employee discipline.
5. Discrimination.
6. Violence.
7. Abuse.

SUBMISSION AND HANDLING OF COMPLAINTS

Complaints are submitted to the WBS Management Unit through:

1. Verbally, namely through face-to-face or contacting the WBS Management Unit via telephone number 081214455300.

2. Surat kepada Unit pengelola WBS, Kantor Pusat PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Nomor 1 Bandung.
3. Surat elektronik dengan alamat kai-bersih@kai.id.
4. Aplikasi WBS.
5. Aplikasi pesan *WhatsApp* dengan nomor telepon 081214455300.

Mekanisme penyampaian pengaduan beserta penanganannya yang dilakukan Penyelenggara WBS adalah sebagai berikut:

1. Pelapor menyampaikan pengaduan melalui media *Whistle Blowing System* yaitu secara lisan, melalui surat, dan/ atau surat elektronik dengan alamat kaibersih@kai.id.
2. Dalam hal pengaduan dilakukan secara lisan, Pelapor datang menghadap sendiri kepada Unit Pengelola WBS atau menghubungi melalui telepon.
3. Pengaduan melalui surat, surat elektronik, aplikasi WBS, atau aplikasi pesan *WhatsApp* yang disampaikan memuat:
 - a. Identitas jelas Pelapor.
 - b. Identitas jelas Terlapor.
 - c. Perbuatan yang diduga melanggar harus dilengkapi dengan waktu dan tempat kejadian, alasan penyampaian pengaduan, bagaimana pelanggaran itu terjadi.
 - d. Menyertakan bukti atau keterangan yang dapat mendukung pengaduan yang disampaikan.
 - e. Menyertakan nama, alamat, dan nomor kontak pihak lain yang dapat dimintai keterangan lebih lanjut untuk memperkuat pengaduan Pelapor.
4. Dalam hal Pelapor tidak mencantumkan identitasnya secara lengkap namun materi laporan logis dan memadai maka laporan pelanggaran dapat ditindaklanjuti.
5. Unit Pengelola WBS yang terdiri atas Petugas Administrasi, Petugas Verifikasi, dan Penelaah melakukan administrasi, verifikasi dan telaah terhadap pengaduan yang disampaikan.
6. Laporan hasil telaah beserta dokumen terkait penanganan pengaduan disampaikan kepada Penanggung Jawab (Direktur Utama) oleh Penelaah WBS.
7. Dalam hal terlapor merupakan anggota Dewan Komisaris atau anggota Direksi maka penelaah WBS selaku Unit Pengelola WBS wajib meneruskan pengaduan tersebut kepada pengelola sistem penanganan pengaduan dugaan pelanggaran WBS Kementerian BUMN.
8. Dalam hal Terlapor merupakan organ Dewan Komisaris maka penelaah WBS menyampaikan laporan hasil telaah pengaduan kepada Dewan Komisaris melalui penanggung jawab WBS (Direktur Utama).

2. Letter to the WBS Management Unit, Head Office of PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Number 1 Bandung.
3. Electronic mail with the address kai-bersih@kai.id.
4. WBS application.
5. WhatsApp messaging application with telephone number 081214455300.

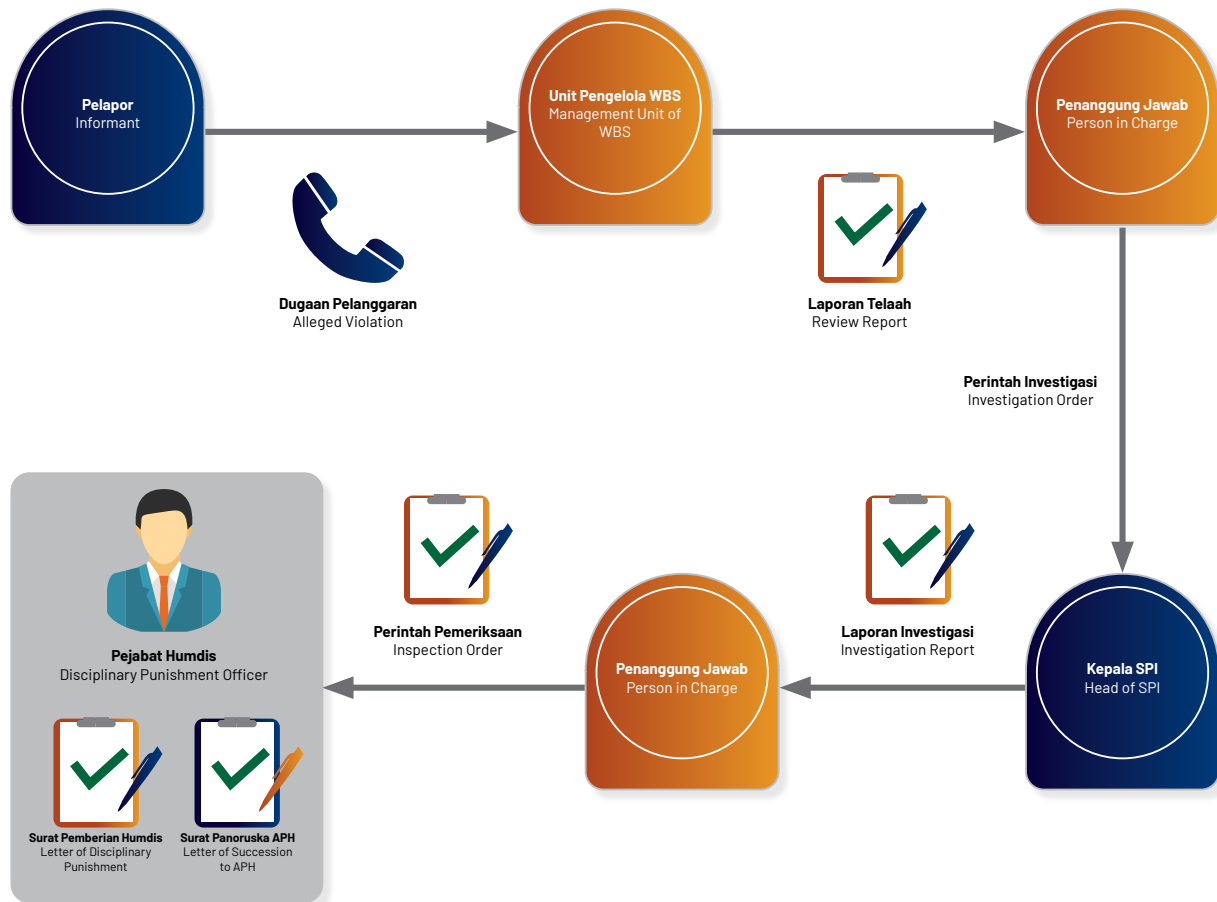
The mechanism for submitting complaints and handling them carried out by the WBS Organizer is as follows:

1. The Whistleblower submits a complaint through the Whistleblowing System, namely verbally, by letter, and/or by electronic mail with the address kaibersih@kai.id.
2. In the event that the complaint is made verbally, the Whistleblower comes to the WBS Management Unit in person or contacts by telephone.
3. The complaint submitted through letter, e-mail, WBS Application, or WhatsApp must contain at least:
 - a. Clear identity of the Whistleblower.
 - b. Clear identity of the Reported Party.
 - c. The act allegedly violated must be accompanied by the time and place of the incident, the reason for submitting the complaint, and how the violation occurred.
 - d. Include evidence or information that can support the complaint submitted.
 - e. Include the name, address, and contact number of other parties who can be asked for further information to strengthen the Whistleblower's complaint.
4. In the event that the Whistleblower does not include its complete identity but the report material is logical and adequate, the violation report can be followed up.
5. The WBS Management Unit consisting of Administrative Officers, Verification Officers, and Reviewers carries out administration, verification, and review of complaints submitted.
6. The review report along with documents related to complaint handling are submitted to the Person in Charge (President Director) by the WBS Reviewer.
7. In the event that the reported party is a member of the Board of Commissioners or a member of the Board of Directors, the WBS reviewer as the WBS Management Unit is obliged to forward the complaint to the manager of the whistleblowing system of the Ministry of SOEs.
8. In the event that the reported party is an organ of the Board of Commissioners, the WBS reviewer submits a report on the results of the complaint review to the Board of Commissioners through the person in charge of WBS (President Director).

9. Berdasarkan laporan hasil telaah bagi terlapor Pekerja yang berindikasi tindak pidana Korupsi penanggung jawab WBS meminta Executive Vice President of Internal Audit untuk melakukan audit investigatif.
 10. Dalam hal berdasarkan hasil audit investigatif disimpulkan terdapat dugaan penyimpangan dan/atau pelanggaran yang dilakukan oleh pekerja, penanggung jawab WBS selanjutnya meneruskan hasil audit investigatif kepada pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja.
 11. Dalam hal Terlapor merupakan Executive Vice President of Internal Audit, penanggung jawab WBS meneruskan laporan hasil telaah kepada Dewan Komisaris melalui komite audit.
 12. Terhadap laporan hasil telaah bagi terlapor Pekerja yang bukan berindikasi tindak pidana Korupsi penanggung jawab WBS selanjutnya meneruskan laporan hasil telaah kepada pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja atau Direktorat terkait.
 13. Pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja melakukan pemeriksaan dugaan pelanggaran disiplin berdasarkan laporan hasil audit investigatif atau laporan hasil telaah.
 14. Dalam hal berdasarkan hasil pemeriksaan pelanggaran disiplin, perbuatan Terlapor diduga merupakan tindak pidana maka pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja atau kuasanya melaporkan kepada APH.
 15. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor anggota Dewan Komisaris dan/atau anggota Direksi ditentukan oleh pengelola sistem penanganan pengaduan dugaan pelanggaran WBS Kementerian BUMN sesuai.
 16. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor organ Dewan Komisaris dan/atau Executive Vice President of Internal Audit, ditentukan oleh Dewan Komisaris sesuai ketentuan peraturan perundang-undangan.
 17. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor anggota Dewan Komisaris Anak Perusahaan Perseroan dan/atau anggota direksi Anak Perusahaan, ditentukan oleh penanggung jawab WBS.
9. Based on the report on the results of the review for the reported party, the Worker who is suspected of committing a criminal act of Corruption, the person in charge of WBS asks the Executive Vice President of Internal Audit to conduct an investigative audit.
 10. In the event that based on the results of the investigative audit, it is concluded that there are alleged irregularities and/or violations committed by the worker, the person in charge of WBS then forwards the results of the investigative audit to the official who has the authority to impose disciplinary sanctions on the Worker.
 11. In the case where the Reported Party is the Executive Vice President of Internal Audit, the person in charge of WBS forwards the review report to the Board of Commissioners through the audit committee.
 12. For the report of the results of the review for the reported Worker who does not indicate a criminal act of Corruption, the person in charge of the WBS then forwards the report of the results of the review to the official who has the authority to impose disciplinary sanctions on the Worker or the relevant Directorate.
 13. The official who has the authority to impose disciplinary sanctions on the Worker conducts an examination of the alleged disciplinary violation based on the investigative audit report or the review report.
 14. If based on the results of the disciplinary violation examination, the Reported Party's actions are suspected of being a criminal act, the official who has the authority to impose disciplinary sanctions on the Worker or his/her attorney reports to the APH.
 15. Follow-up to the results of the review for Complaints with the Reported Party being a member of the Board of Commissioners and/or a member of the Board of Directors is determined by the manager of the whistleblowing system for handling complaints of alleged violations (whistleblowing system) of the Ministry of SOEs as appropriate.
 16. Follow-up of the review results for Complaints with the Reported Party being the Board of Commissioners and/or the Executive Vice President of Internal Audit, determined by the Board of Commissioners in accordance with the provisions of laws and regulations.
 17. Follow-up of the review results for Complaints with the Reported Party being a member of the Board of Commissioners of the Company's Subsidiary and/or a member of the Board of Directors of the Subsidiary, determined by the person in charge of the WBS.

Penanganan pengaduan WBS dijelaskan melalui alur bagan sebagai berikut:

The handling of WBS complaints is explained through the following flowchart:



PERLINDUNGAN BAGI WHISTLEBLOWER

Melalui penerapan *Whistle Blowing System*, Perseroan menjamin pemberian hak bagi pihak pelapor dengan uraian sebagai berikut:

1. Memantau perkembangan laporan pelanggaran.
2. Dirahasiakan dan/atau disamarkan identitasnya, dengan cara:
 - a. Membuat nama samaran yang hanya diketahui oleh Pelapor.
 - b. Menggunakan nama/identitas yang unik dan tidak menggambarkan identitas Pelapor.
 - c. Tidak memberitahukan data-data pribadi, seperti nama Pelapor, atau hubungan Pelapor dengan Terlapor.
 - d. Tidak memberitahukan data-data/informasi yang memungkinkan bagi orang lain untuk melakukan pelacakan.
3. Dalam hal pada proses hukum memerlukan dibukanya identitas pelapor maka hak pelapor untuk dirahasiakan dan/atau disamarkan identitasnya dikecualikan.

PROTECTION FOR WHISTLEBLOWERS

Through the implementation of the *Whistle Blowing System*, the Company guarantees the granting of rights to the reporting party with the following description:

1. Monitor the progress of violation reports.
2. The identity is kept confidential and/or disguised, by:
 - a. Create a pseudonym known only to the Whistleblower.
 - b. Use a name/identity that is unique and does not describe the Whistleblower's identity.
 - c. Do not disclose personal data, such as the Whistleblower's name, or the relationship between the Whistleblower and the Reported Party.
 - d. Do not provide data/information that makes it possible for other people to carry out tracking.
3. If the legal process requires the disclosure of the whistleblower's identity, the whistleblower's right to keep his/her identity confidential and/or disguised is exempted.

4. Mendapat keringanan dalam hal turut terlibat dalam perkara yang dilaporkan.
5. Menghadirkan saksi yang mengetahui atau memiliki informasi tentang terjadinya pelanggaran.
6. Diberikan bimbingan konseling.
7. Mendapat perlindungan sesuai peraturan perundang-undangan.

Akan tetapi, perlindungan dapat ditolak atau dihentikan dalam hal Pelapor tidak melakukan kewajibannya dalam menjaga kerahasiaan identitas diri dan laporannya dan/atau terbukti laporan pelanggaran yang disampaikan fitnah atau mempunyai tujuan yang menyimpang dari tujuan penyelenggaraan WBS. Pelapor yang terlibat dalam pelanggaran yang dilaporkannya tetap diproses sesuai dengan ketentuan yang berlaku.

PENGELOLA LAPORAN PELANGGARAN

Penanganan WBS dilakukan oleh penyelenggara WBS yang terdiri dari:

1. Direktur Utama sebagai penanggung jawab WBS.
2. Unit Pengelola WBS.
3. Executive Vice President of Internal Audit sebagai penanggung jawab tim investigatif WB.
4. Pejabat yang berwenang menjatuhkan hukuman disiplin

Penanggung jawab WBS mempunyai tugas dan wewenang untuk:

1. Menugaskan Executive Vice President of Internal Audit untuk melaksanakan audit/pemeriksaan investigatif terhadap laporan hasil telaah yang terindikasi terjadinya pelanggaran.
2. Memerintahkan pejabat yang berwenang menjatuhkan hukuman disiplin untuk melaksanakan pemeriksaan hukuman disiplin berdasarkan hasil audit/pemeriksaan investigatif.
3. Menyampaikan laporan hasil telaah kepada pemegang saham Perusahaan dalam hal Terlapor adalah Dewan Komisaris.
4. Melakukan evaluasi dan memastikan terlaksananya kebijakan WBS di Perusahaan sebagai bentuk fungsi pencegahan pelanggaran di lingkungan internal Perusahaan.
5. Menetapkan pemberian penghargaan kepada Pelapor yang berjasa dalam berupaya membantu pencegahan atau pemberantasan tindak pidana Korupsi.

4. Obtain relief in case of being involved in the reported matter.
5. Present witnesses who know or have information about the violation.
6. Provided counseling guidance.
7. Receive protection in accordance with laws and regulations.

However, protection can be rejected or terminated if the Whistleblower does not fulfill his/her obligations in maintaining the confidentiality of his/her identity and report and/or it is proven that the report of violation submitted is slanderous or has a purpose that deviates from the purpose of organizing the WBS. Whistleblowers involved in the violations they report will still be processed in accordance with applicable provisions.

VIOLATION REPORT MANAGER

WBS handling is carried out by the WBS organizers, consisting of:

1. President Director as the person in charge of WBS.
2. WBS Management Unit.
3. Executive Vice President of Internal Audit as the person in charge of the WBS investigative team.
4. Officials authorized to impose disciplinary sanctions.

The person in charge of WBS has the duties and authority to:

1. Assign the Executive Vice President of Internal Audit to carry out an audit/investigative examination of the review report that indicates a violation.
2. Order the official authorized to impose disciplinary sanctions to carry out a disciplinary penalty examination based on the results of the audit/investigative examination.
3. Submit a report on the review results to the Company's shareholders in the case where the Reported Party is the Board of Commissioners.
4. Conduct evaluations and ensure the implementation of the WBS policy in the Company as a form of violation prevention function in the Company's internal environment.
5. Determine the awarding of awards to Whistleblowers who have contributed to helping to prevent or eradicate criminal acts of Corruption.

6. Menyampaikan laporan pelaksanaan penanganan Pengaduan dugaan pelanggaran kepada pimpinan tinggi madya yang menyelenggarakan fungsi penanganan pengaduan di Kementerian BUMN secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir

Unit Pengelola WBS, meliputi:

1. Executive Vice President of Corporate Secretary sebagai penelaah WBS, memiliki tugas dan wewenang:
 - a. Melakukan telaah berdasarkan hasil verifikasi.
 - b. Menyampaikan laporan hasil telaah Pengaduan kepada penanggung jawab WBS yang dilampiri dengan seluruh dokumen terkait baik Pengaduan yang dapat maupun tidak dapat ditindaklanjuti;
 - c. Memberikan perpanjangan waktu pengumpulan bahan dan keterangan kepada petugas verifikasi WBS; dan
 - d. Menentukan Pengaduan dapat ditindaklanjuti atau tidak berdasarkan hasil telaah.
2. Vice President of Quality Assurance and *Good Corporate Governance* dan pejabat setingkat manager di Unit Quality Assurance and *Good Corporate Governance* sebagai petugas verifikasi WBS, memiliki tugas dan wewenang:
 - a. Melakukan verifikasi Pengaduan yaitu mengumpulkan bahan dan keterangan melalui permintaan keterangan kepada Pelapor dan pihak terkait serta melakukan pengumpulan dokumen terkait Pengaduan.
 - b. Menentukan status kelengkapan dokumen Pengaduan yang diterima dari Pelapor telah dianggap lengkap atau belum lengkap.
 - c. Mengajukan perpanjangan waktu pengumpulan bahan dan keterangan kepada penelaah WBS.
 - d. Menentukan Pengaduan yang telah diverifikasi dapat atau tidak untuk ditindaklanjuti dan diteruskan kepada penelaah WBS.
 - e. Menyusun laporan hasil verifikasi dan menyampaikannya kepada penelaah WBS.
 - f. Memberitahukan Pengaduan yang tidak dapat ditindaklanjuti beserta alasannya kepada Pelapor melalui petugas administrasi WBS.
3. Manager of Good Corporate Governance and *Whistle Blowing System* atau pejabat yang ditunjuk dan ditetapkan oleh Vice President of Quality Assurance and Good Corporate Governance sebagai petugas administrasi WBS, memiliki tugas dan wewenang:

6. Submit a report on the implementation of the handling Complaints of alleged violations to the senior management who carries out the function of handling complaints at the Ministry of SOEs periodically every semester, no later than 1(one) month after the period ends.

WBS Management Unit, including:

1. Executive Vice President of Corporate Secretary as WBS reviewer, has the following duties and authorities:
 - a. Conducting a review based on the verification results;
 - b. Submitting a report on the results of the Complaint review to the person in charge of WBS, attached with all related documents, both Complaints that can and cannot be followed up;
 - c. Providing an extension of time for collecting materials and information to the WBS verification officer; and
 - d. Determining whether the Complaint can be followed up or not based on the review results.
2. Vice President of Quality Assurance and Good Corporate Governance and officials at the manager level in the Quality Assurance and Good Corporate Governance Unit as WBS verification officers have the following duties and authorities:
 - a. Conducting Complaint verification, namely collecting materials and information through requests for information from the Whistleblower and related parties and collecting documents related to the Complaint.
 - b. Determining the completeness status of the Complaint documents received from the Whistleblower has been considered complete or incomplete.
 - c. Submitting an extension of the time for collecting materials and information to the WBS reviewer.
 - d. Determining whether or not the verified Complaint can be followed up and forwarded to the WBS reviewer.
 - e. Compiling a verification report and submitting it to the WBS reviewer.
 - f. Notifying Complaints that cannot be followed up along with the reasons to the Whistleblower through the WBS administration officer.
3. Manager of Good Corporate Governance and Whistle Blowing System or an official appointed and determined by the Vice President of Quality Assurance and Good Corporate Governance as the WBS administration officer, has the following duties and authorities:

a. Menerima dan mengadministrasikan Pengaduan. b. Menyampaikan nomor register Pengaduan kepada Pelapor. c. Meneruskan setiap Pengaduan yang diterima kepada petugas verifikasi WBS. d. Meneruskan permintaan kelengkapan dokumen Pengaduan dari petugas verifikasi WBS kepada Pelapor. e. Meneruskan informasi dari petugas verifikasi WBS dan/atau penelaah WBS kepada Pelapor terkait pemberitahuan Pengaduan yang tidak dapat ditindaklanjuti. f. Membantu proses surat-menyurat, komunikasi, serta penyusunan laporan di setiap tahapan penanganan Pengaduan. g. Mengelola media Pengaduan termasuk alat komunikasi yang digunakan.	a. Receive and administer Complaints. b. Submit the Complaint registration number to the Whistleblower. c. Forwarding every Complaint received to the WBS verification officer. d. Forwarding requests for completeness of Complaint documents from the WBS verification officer to the Whistleblower. e. Forwarding information from the WBS verification officer and/or WBS reviewer to the Whistleblower regarding Complaint notifications that cannot be followed up. f. Assisting with the process of correspondence, communication, and preparation of reports at every stage of Complaint handling. g. Managing Complaint media including the communication tools used.
4. Penanggung jawab tim investigatif WBS, mempunyai tugas dan wewenang: a. Melakukan audit/pemeriksaan investigatif lebih lanjut kepada Pelapor, Terlapor, dan/atau Saksi terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan secara lebih detail guna memastikan bahwa telah terjadi pelanggaran. b. Menyampaikan laporan hasil audit/pemeriksaan investigatif kepada penanggung jawab WBS.	4. The person in charge of the WBS investigative team, has the duties and authorities; a. Conduct further investigative audits/examinations on the Whistleblower, Reported Party, and/or Witnesses on the substance of the reported violation to seek and collect the necessary evidence in more detail to ensure that a violation has occurred. b. Submit a report on the results of the investigative audit/examination to the person in charge of the WBS.
5. Pejabat yang berwenang menjatuhkan hukuman disiplin memiliki tugas dan wewenang: a. Melaksanakan pemeriksaan hukuman disiplin berdasarkan hasil audit/pemeriksaan investigatif atas perintah penanggung jawab WBS. b. Menetapkan hukuman disiplin Pekerja berdasarkan laporan hasil audit/pemeriksaan investigatif. c. Menetapkan pemberian sanksi kepada Pelapor yang laporannya terbukti palsu, fitnah, dan/atau mempunyai tujuan lain yang menyimpang dari maksud dan tujuan penyelenggaraan WBS sesuai ketentuan di Perusahaan dan/atau diproses sesuai ketentuan peraturan perundang-undangan.	5. The official authorized to impose disciplinary sanctions has the following duties and authorities: a. Carry out disciplinary sanctions examinations based on the results of the investigative audit/examination on the orders of the person in charge of the WBS. b. Determine disciplinary sanctions for Workers based on the results of the investigative audit/examination. c. Determine the imposition of sanctions on Whistleblowers whose reports are proven to be false, slanderous, and/or have other purposes that deviate from the intent and purpose of implementing WBS under the provisions of the Company and/or are processed following the provisions of laws and regulations.

SOSIALISASI WHISTLEBLOWING SYSTEM

Perseroan akan terus berupaya untuk meningkatkan pemahaman dan kepedulian pekerja untuk melaporkan tindak pelanggaran melalui WBS sehingga dapat mewujudkan lingkungan kerja yang bersih dan berintegritas. Terkait dengan hal itu, telah dilakukan langkah-langkah optimalisasi sebagai berikut:

1. Menyampaikan materi *Whistle Blowing System* melalui *induction* program kepada calon pekerja dan pekerja.
2. Melakukan sosialisasi *Whistle Blowing System* kepada seluruh pekerja dan kepada mitra kerja di Lingkungan Perseroan.
3. Memasang poster dan banner *Whistle Blowing System* di Daop, Divre, Balai Yasa, Kantor Pusat, dan di seluruh lingkungan Perseroan.
4. Bekerja sama dengan instansi atau lembaga eksternal melalui *benchmark* atau berkolaborasi dalam melakukan sosialisasi melalui kegiatan bertajuk antikorupsi.
5. Sosialisasi ke pihak eksternal atau *stakeholders* melalui media sosial, *website*, saat proses pengadaan barang dan jasa, proses perjanjian kontrak dan media massa.
6. Implementasi Aplikasi WBS berbasis web yang digunakan sebagai media pelaporan serta penanganan dugaan penyimpangan/pelanggaran bagi Perseroan

JUMLAH PENGADUAN DAN PROSES PENGADUAN [GRI 2-16]

Di tahun 2024, jumlah pengaduan dan proses pengaduan WBS yang diterima Perseroan adalah sebagai berikut:

Tahun / Year	Jumlah Laporan WBS / Total WBS Reports	Media				Status				
		Email	Surat / Letter	Lisan / Verbal	Telepon/ WhatsApp / Telephone/ WhatsApp	Tidak Terbukti/ Bukan WBS / Not Proven/ Non-WBS	Di luar kewenangan penanganan dan diteruskan untuk diproses Unit Terkait / Outside the handling authority and forwarded for processing by the Related Unit	Proses Investigasi / Investigation Process	Ditutup dengan Rekomendasi / Closes with Recommendations	Penetapan Keputusan Sanksi / Sanction Imposed
2024	23	6	1	-	16	18	3	-	-	2

Sanksi/Tindak Lanjut atas Pengaduan

Selama tahun 2024, unit pengelola WBS menerima 23 laporan dugaan pelanggaran yang disampaikan melalui media WBS yaitu email, surat dan nomor telepon/*chat* aplikasi *WhatsApp*. Dari laporan tersebut, sebanyak 2 item pengaduan terbukti, 3 item pengaduan diluar kewenangan Unit Pengelola WBS sehingga diteruskan untuk diproses lebih lanjut oleh Unit/ Divisi yang terkait/berwenang, dan 18 item pengaduan yang tidak terbukti atau bukan termasuk kategori pelanggaran WBS.

WHISTLEBLOWING SYSTEM DISSEMINATION

The Company will continuously strive to improve employee understanding and concern to report violations through WBS so that it can create a clean and integrity-based work environment. In relation to this, the following optimization steps have been taken:

1. Deliver Whistleblowing System material through in-class training to prospective officers and officers.
2. Disseminate the Whistleblowing System to all employees and work partners within the Company.
3. Installing Whistleblowing System posters and banners in Daop, Divre, Balai Yasa, Head Office, and throughout the Company.
4. Cooperating with external agencies or institutions through benchmarks or collaborating in conducting dissemination through activities with the theme of anti-corruption.
5. Dissemination to external parties or stakeholders via social media, websites, during the procurement process for goods and services, contract agreement processes, and mass media.
6. Implementation of a web-based WBS application that is used as a reporting medium and for handling alleged irregularities/violations for the Company.

NUMBER OF COMPLAINTS AND COMPLAINT PROCESS [GRI 2-16]

In 2024, the number of complaints and WBS complaint processes received by the Company are as follows:

Sanctions and Follow-up on Complaints

In 2024, the WBS management unit received 23 reports of alleged violations submitted via various channels, including email, letters, and telephone/*WhatsApp* chat applications. Out of these reports, 2 complaints were substantiated, 3 were outside the authority of the WBS Management Unit and were forwarded to the relevant department for further processing, and 18 complaints were found to be unsubstantiated or did not fall under the category of WBS violations.

Bentuk Tindak Lanjut

Terhadap 2 item kasus pengaduan yang terbukti, petugas yang berwenang menjatuhkan hukuman disiplin telah melaporkan kepada Direktur Utama untuk diproses tindak lanjut sesuai dengan peraturan yang berlaku. Insan Perusahaan yang terbukti melakukan pelanggaran akan dikenakan sanksi sesuai dengan ketentuan di Perusahaan.

WHISTLEBLOWING SYSTEM TPK TERINTEGRASI

Sebagai wujud dukungan terhadap upaya Pemerintah dalam pemberantasan tindak pidana korupsi, Perseroan telah menandatangani Perjanjian Kerja Sama (PKS) Penanganan Pengaduan dalam Upaya Pemberantasan Tindak Pidana Korupsi bersama Komisi Pemberantasan Korupsi (KPK), Kementerian Badan Usaha Milik Negara (BUMN), dan 26 BUMN lainnya.

Kerja sama ini mencakup integrasi penanganan pengaduan melalui sistem *Whistle Blowing* antara KPK dan Perseroan, yang bertujuan untuk membangun serta meningkatkan efektivitas dan efisiensi penanganan pengaduan, sekaligus menghindari terjadinya duplikasi dalam proses tersebut. Sinergi ini menjadi salah satu langkah strategis Perseroan dalam memerangi praktik-praktik korupsi yang berpotensi terjadi di lingkungan perusahaan, sekaligus menunjukkan komitmen Perseroan dalam menerapkan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

Melalui integrasi ini, koordinasi dan pemantauan penanganan pengaduan antara KPK dan Perseroan dapat dilakukan secara lebih optimal dan terstruktur. Adapun lingkup implementasi PKS meliputi penyusunan dan/atau penguatan regulasi internal terkait penanganan pengaduan, komitmen terhadap pengelolaan pengaduan, penggunaan aplikasi sebagai sarana pelaporan, koordinasi dan pelaksanaan kegiatan bersama, serta pertukaran data dan/atau informasi.

Sepanjang tahun 2024, Perseroan telah mengimplementasikan program pembangunan *Whistle Blowing System* (WBS) Tindak Pidana Korupsi (TPK) Terintegrasi. Program ini meliputi pelaksanaan kampanye antikorupsi melalui kegiatan sosialisasi, pemutakhiran regulasi internal terkait WBS, serta pengembangan aplikasi pelaporan berbasis web. Selain itu, pada bulan Desember 2024, Perseroan bersama KPK telah menyelenggarakan kegiatan monitoring dan evaluasi terhadap implementasi WBS TPK Terintegrasi, sebagai bagian dari upaya berkelanjutan untuk memastikan efektivitas sistem pengaduan yang telah dibangun.

Follow-up Actions

For the 2 substantiated complaint cases, the officer authorized to impose disciplinary sanctions has reported to the President Director for appropriate follow-up in accordance with applicable regulations. Company personnel who are found to have committed violations will face sanctions as outlined in company policy.

INTEGRATED TPK WHISTLEBLOWING SYSTEM

In support of the government's efforts to eradicate corruption, the Company has signed a Cooperation Agreement (PKS) for Handling Complaints in Eradicating Corruption. This agreement involves collaboration with the Corruption Eradication Commission (KPK), the Ministry of State-Owned Enterprises (BUMN), and 26 other state-owned enterprises.

The cooperation includes integrating the complaint handling processes through a Whistleblowing System between the KPK and the Company. The goal is to enhance the efficiency and effectiveness of complaint management while minimizing duplication of efforts. This synergy represents a strategic step by the Company in combating potential corrupt practices within its environment and reaffirms its commitment to upholding good corporate governance principles.

Through this integration, the coordination and monitoring of complaint handling between the KPK and the Company can be conducted more effectively and systematically. The scope of the PKS implementation includes the preparation and strengthening of internal regulations related to complaint handling, a commitment to managing complaints, the use of applications for reporting, coordination of joint activities, and data and information exchange.

Throughout 2024, the Company has implemented the Integrated Corruption Crime (TPK) Whistleblowing System (WBS) development program. This program encompasses an anti-corruption campaign through dissemination activities, updates to internal regulations related to the WBS, and the development of a web-based reporting application. Additionally, in December 2024, the Company, in collaboration with the KPK, will conduct monitoring and evaluation activities regarding the implementation of the Integrated TPK WBS, as part of ongoing efforts to ensure the effectiveness of the established complaint system.

Kebijakan Gratifikasi

Gratuity Policy

Perseroan berkomitmen untuk mewujudkan pengelolaan perusahaan yang bersih, bebas dari korupsi, dan melaksanakan nilai integritas bagi peningkatan pelaksanaan tata kelola Perusahaan yang baik (*Good Corporate Governance*). Salah satu perangkat untuk mendukung komitmen tersebut adalah kebijakan penanganan gratifikasi yang diatur dalam Peraturan Direksi No. PER.U/KC.202/XI/1/KA-2020 tentang Pedoman Pengendalian Gratifikasi. Pedoman Pengendalian Gratifikasi bertujuan untuk memberikan pedoman, pemahaman, dan sikap yang sama terhadap praktik-praktik gratifikasi di lingkungan Perseroan, mencegah insan KAI terjerat dalam praktik gratifikasi yang termasuk suap, serta memberi petunjuk dalam mengidentifikasi dan memetakan kerawanan penerimaan gratifikasi di lingkungan Perusahaan berdasarkan data pelaporan gratifikasi. Setiap bentuk gratifikasi yang diterima ataupun ditolak, wajib disampaikan dan dilaporkan kepada Unit Pengendali Gratifikasi (UPG). Tindak pelanggaran terkait hal tersebut akan dikenakan sanksi sesuai dengan peraturan perundang-undangan dan peraturan Perseroan yang berlaku.

KEWAJIBAN INSAN PERUSAHAAN TERHADAP GRATIFIKASI

Dalam implementasinya, Insan Perusahaan memiliki kewajiban untuk:

1. Menolak Gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugas yang bersangkutan.
2. Melaporkan penolakan Gratifikasi kepada UPG.
3. Melaporkan penerimaan Gratifikasi yang tidak dapat ditolak melalui UPG atau secara langsung kepada KPK.

Gratifikasi yang tidak dapat ditolak merupakan gratifikasi yang memenuhi kondisi sebagai berikut:

1. Gratifikasi tidak diterima secara langsung.
2. Pemberi gratifikasi tidak diketahui.
3. Penerima gratifikasi ragu dengan kategori gratifikasi yang diterima.
4. Terdapat kondisi tertentu yang tidak mungkin ditolak, antara lain dapat mengakibatkan rusaknya hubungan baik institusi, membahayakan diri sendiri, karier penerima, dan/atau ada ancaman lain.

The Company is committed to realizing clean corporate management, free from corruption, and implementing the value of integrity to improve the implementation of Good Corporate Governance. One of the tools to support this commitment is the policy for handling gratuity which is regulated in the Board of Directors Regulation No. PER.U/KC.202/XI/1/KA-2020 concerning Guidelines for Controlling Gratuity. The Gratuity Control Guidelines aim to provide guidance, understanding, and a common attitude towards gratuity practices within the Company, prevent KAI personnel from being entangled in gratuity practices including bribery, and provide guidance in identifying and mapping vulnerabilities in receiving gratuities within the Company based on gratuity reporting data. Every form of gratuity received or rejected must be submitted and reported to the Gratuity Control Unit (UPG). Violations related to this matter will be subject to sanctions in accordance with applicable laws and Company regulations.

OBLIGATIONS OF COMPANY PERSONNEL REGARDING GRATUITY

In its implementation, Company Personnel have the obligation to:

1. Refuse Gratuity related to the position and contrary to the obligations or duties concerned.
2. Report rejection of Gratuity to UPG.
3. Report receipt of Gratuity that cannot be rejected via UPG or directly to the Corruption Eradication Commission.

The gratuity that cannot be refused is the gratuity that meets the following conditions:

1. Gratuity is not received directly.
2. The gratifier is unknown.
3. Gratuity recipients are unsure about the category of gratuity received.
4. There are certain conditions that cannot be rejected, including damage to good institutional relations, endangering yourself, the recipient's career, and/or other threats.

PENGELOLAAN PENGENDALIAN GRATIFIKASI

Perseroan menerapkan prosedur pengelolaan pelaporan gratifikasi, dengan uraian sebagai berikut:

1. Insan KAI yang menerima atau menolak Gratifikasi menyampaikan laporan Gratifikasi kepada UPG melalui menu E-Gratifikasi pada situs web <https://eoffice.kai.id>.
2. Laporan Gratifikasi paling sedikit memuat:
 - a. Identitas Pelapor Gratifikasi berupa nama, tempat dan tanggal lahir, nomor induk kependudukan, nomor induk Pekerja/Pekerja PKWT/Direksi, unit kerja, jabatan, alamat surel, dan nomor telepon.
 - b. Informasi pemberi Gratifikasi serta hubungan antara pemberi dengan Pelapor yang menerima/menolak Gratifikasi.
 - c. Nama kegiatan, tanggal, tempat, dan waktu penerimaan atau penolakan Gratifikasi.
 - d. Bentuk gratifikasi serta uraian jenis Gratifikasi yang diterima atau ditolak.
 - e. Alasan pemberian Gratifikasi.
 - f. Kronologis peristiwa penerimaan atau penolakan Gratifikasi.
 - g. Nilai Gratifikasi yang diterima atau ditolak.
 - h. Bukti, dokumen, atau data pendukung terkait laporan Gratifikasi.
3. Laporan Gratifikasi yang telah diterima UPG, dilakukan verifikasi untuk pemeriksaan kelengkapan. Laporan Gratifikasi yang dinyatakan lengkap dilanjutkan ke tahap analisis laporan Gratifikasi. Dalam hal laporan Gratifikasi tidak lengkap, maka laporan Gratifikasi disampaikan kembali kepada Pelapor untuk dilengkapi. Apabila laporan Gratifikasi tidak dilengkapi paling lama 30 (tiga puluh) Hari Kerja terhitung sejak objek Gratifikasi diterima Pelapor, maka laporan Gratifikasi dapat tidak ditindaklanjuti.
4. Laporan Gratifikasi yang telah diverifikasi dilakukan analisis laporan Gratifikasi yang merupakan kegiatan menelaah informasi yang diperoleh dari proses verifikasi untuk memperoleh akurasi informasi dan menentukan tindak lanjut yang akan dilakukan.
5. Hasil analisis laporan Gratifikasi digunakan untuk menentukan laporan Gratifikasi ditindaklanjuti atau tidak ditindaklanjuti.
6. Laporan Gratifikasi ditindaklanjuti dilakukan analisis lebih lanjut untuk menentukan kepemilikan objek Gratifikasi. Sedangkan untuk laporan Gratifikasi tidak ditindaklanjuti, UPG menyampaikan surat pemberitahuan kepada Pelapor Gratifikasi.

GRATUITY CONTROL MANAGEMENT

The Company implements procedures for managing gratuity reporting, detailed as follows:

1. KAI personnel who accept or reject Gratuity submit a Gratuity report to UPG via the E-Gratuity menu on the website <https://eoffice.kai.id>.
2. The Gratuity Report must contain at least:
 - a. Identity of the Gratuity Reporter in the form of name, place, and date of birth, population registration number, employee/PKWT worker/Board of Directors registration number, work unit, position, email address, and telephone number.
 - b. Information on the Gratuity giver and the relationship between the giver and the Reporting Party who accepts/rejects the Gratuities.
 - c. Name of activity, date, place, and time of receipt or rejection of Gratuities.
 - d. Form of gratuity and description of the type of gratuity accepted or rejected.
 - e. Reasons for giving Gratuities.
 - f. Chronology of events of receipt or rejection of Gratuities.
 - g. Value of Gratuity accepted or rejected.
 - h. Evidence, documents, or supporting data related to the Gratuity report.
3. Gratuity reports that have been received by UPG are verified to check completeness. The Gratuity Report which is declared complete continues to the Gratuity report analysis stage. In the event that the Gratuity report is incomplete, the Gratuity report is sent back to the Reporting Party to be completed. If the Gratuity report is not completed no later than 30 (thirty) Working Days from the time the Gratuity object is received by the Reporting Party, then the Gratuity report may not be followed up.
4. Gratuity reports that have been verified are subjected to Gratuity report analysis, which is an activity of reviewing information obtained from the verification process to obtain accuracy of the information and determine what follow-up actions will be taken.
5. The results of the Gratuity report analysis are used to determine if the Gratuity report is followed up or not followed up.
6. The Gratuity Report is followed up with further analysis to determine ownership of the Gratuity object. Meanwhile, if the Gratuity Report is not followed up, UPG sends a notification letter to the Gratuity Reporter.

7. Laporan Gratifikasi ditindaklanjuti dapat diproses oleh KPK atau UPG.
8. Penetapan status kepemilikan barang Gratifikasi untuk laporan Gratifikasi yang diproses KPK ditentukan oleh KPK sedangkan penetapan status kepemilikan barang Gratifikasi untuk laporan Gratifikasi yang diproses UPG ditetapkan oleh pengelola UPG.

PENGELOLA PELAPORAN GRATIFIKASI

Dalam rangka menunjang efektivitas pelaksanaan pengendalian Gratifikasi, Perseroan membentuk Unit Pengendalian Gratifikasi (UPG) yang terdiri atas:

1. Koordinator UPG: Executive Vice President Corporate Secretary.
2. Pengelola UPG: Unit Quality Assurance and Good Corporate Governance.

UPG Perseroan mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menerima, menganalisis, dan mengadministrasikan laporan penerimaan Gratifikasi.
2. Menerima dan mengadministrasikan laporan penolakan Gratifikasi.
3. Meneruskan laporan penerimaan Gratifikasi kepada KPK.
4. Melaporkan rekapitulasi laporan penerimaan dan penolakan Gratifikasi secara periodik kepada KPK.
5. Menyampaikan hasil pengelolaan laporan penerimaan dan penolakan Gratifikasi kepada Direktur Utama melalui koordinator UPG.
6. Melakukan sosialisasi ketentuan Gratifikasi kepada Insan KAI dan Pemangku Kepentingan.
7. Melakukan pemeliharaan objek Gratifikasi sampai dengan adanya ketetapan dari KPK.
8. Melakukan pemantauan dan evaluasi dalam rangka pengendalian Gratifikasi di lingkungan Perusahaan.

SOSIALISASI KEBIJAKAN GRATIFIKASI

Perseroan secara konsisten berupaya untuk terus meningkatkan pemahaman dan kepedulian pekerja untuk melaporkan penerimaan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban. Perseroan juga terus berupaya untuk mencegah insan KAI terjerat dalam praktik gratifikasi yang dianggap suap. Terkait dengan hal itu, telah dilakukan langkah-langkah optimalisasi sebagai berikut:

1. Menyampaikan materi pengendalian gratifikasi melalui *induction* program kepada calon pekerja dan pekerja.

7. Follow-up Gratuity Reports can be processed by the KPK or UPG.
8. The determination of ownership status of Gratuity goods for Gratuity reports processed by the KPK is determined by the KPK, while the determination of ownership status of Gratuity goods for Gratuity reports processed by UPG is determined by the UPG manager.

GRATUITY REPORTING MANAGER

To support the effectiveness of the implementation of Gratuity control, the Company established a Gratuity Control Unit (UPG) consisting of:

1. UPG Coordinator: Executive Vice President Corporate Secretary.
2. UPG Manager: Quality Assurance and Good Corporate Governance Unit.

The Company's UPG has the following duties and responsibilities:

1. Receive, analyze, and administer Gratuity receipt reports.
2. Receive and administer Gratuity rejection reports.
3. Forward the Gratuity receipt report to the Corruption Eradication Commission.
4. Report periodic recapitulation of Gratuity acceptance and rejection reports to the Corruption Eradication Commission.
5. Submit the results of management of Gratuity acceptance and rejection reports to the President Director through the UPG coordinator.
6. Disseminate Gratuity provisions to KAI Personnel and Stakeholders.
7. Carry out maintenance of Gratuity objects until there is a decision from the Corruption Eradication Commission.
8. Carry out monitoring and evaluation in the context of controlling Gratuity within the Company.

DISSEMINATION OF GRATUITY POLICY

The Company consistently strives to continue to improve employee understanding and concern to report receipt of gratuities related to positions and contrary to obligations. The Company also continues to strive to prevent KAI personnel from being caught in gratuity practices that are considered bribery. In relation to this, the following optimization steps have been taken:

1. Delivering gratuity control material through an induction program to prospective employees and employees.

2. Melakukan sosialisasi pengendalian gratifikasi kepada seluruh pekerja dan kepada mitra kerja di Lingkungan Perseroan.
3. Memasang poster dan banner pengendalian gratifikasi di Daop, Divre, Balai Yasa, Kantor Pusat, dan di seluruh lingkungan Perseroan.
4. Bekerja sama dengan instansi atau lembaga eksternal melalui *benchmark* atau berkolaborasi dalam melakukan sosialisasi melalui kegiatan bertajuk antikorupsi.
5. Sosialisasi terkait larangan gratifikasi kepada pihak eksternal atau pemangku kepentingan (*stakeholders*) dilakukan melalui berbagai kanal komunikasi, antara lain media sosial, situs web resmi, media massa, serta dalam kegiatan sosialisasi yang diselenggarakan pada saat proses pengadaan barang dan jasa, penandatanganan perjanjian kontrak, maupun pada momen perayaan hari besar keagamaan.

2. Conducting dissemination of gratuity control to all employees and to work partners in the Company's environment.
3. Installing gratuity control posters and banners in Daop, Divre, Balai Yasa, Head Office, and throughout the Company's environment.
4. Cooperating with external agencies or institutions through benchmarks or collaborating in conducting dissemination through activities entitled anti-corruption.
5. Dissemination related to the prohibition of gratuities to external parties or stakeholders is carried out through various communication channels, including social media, official websites, mass media, as well as in dissemination activities held during the procurement process of goods and services, signing contract agreements, or at the time of celebrating religious holidays.

LAPORAN GRATIFIKASI TAHUN 2024

Perseroan membuka saluran untuk melaporkan gratifikasi secara daring melalui menu e-gratifikasi yang dapat diakses melalui portal kepegawaian E-Office. Laporan gratifikasi dikelola oleh Unit Pengendali Gratifikasi (UPG) yang ditetapkan oleh Direksi sesuai dengan Peraturan Direksi Nomor PER.U/KC.202/XI/1/KA-2020 tentang Pedoman Pengendalian Gratifikasi.

Di tahun 2024, Perseroan telah menerima sebanyak 2 (dua) laporan gratifikasi yang telah diproses dengan hasil sebagai berikut:

2024 GRATUITY REPORT

The Company opens a channel to report gratuities online through the e-gratuity menu which can be accessed via the E-Office personnel portal. Gratuity reports are managed by the Gratuity Control Unit (UPG) determined by the Board of Directors in accordance with the Board of Directors Regulation Number PER.U/KC.202/XI/1/KA-2020 concerning Guidelines for Gratuity Control.

In 2024, 2 (two) gratuity reports have been processed with the following results:

No	Jenis Pelaporan Gratifikasi / Type of Gratuity Report	Jumlah Pelaporan / Total Reports	Pemenuhan Unsur Gratifikasi Sesuai Pasal 12B Undang-Undang No. 20/2001 / Fulfillment of Gratuity in Accordance with Chapter 12B of Constitution no. 20/2001						
			Memenuhi unsur gratifikasi / Meet the elements of gratuity		Tidak Memenuhi unsur gratifikasi / Doesn't Meet the elements of gratuity				
			(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Penerimaan / Acceptance	0	0	0	0	0	0	0	0
2	Penolakan / Rejection	2	0	0	2	0	0	0	0
Jumlah / Total		2	0	0	2	0	0	0	0

Keterangan:

- (1) Dikelola instansi untuk disumbangkan ke yayasan.
- (2) Milik negara.
- (3) Pencatatan Penolakan.
- (4) Dikelola instansi untuk barang *display*.
- (5) Dikelola instansi untuk menunjang.
- (6) Milik pelapor.
- (7) Salah pelaporan

Information:

- (1) Managed by the agency for donations to foundations.
- (2) Owned by the state.
- (3) Recording Rejection.
- (4) Managed by the agency for display items.
- (5) Managed by the agency to support.
- (6) Owned by the whistleblower.
- (7) Wrong reporting.

Kontribusi Politik

Political Contribution

Hingga 31 Desember 2024, KAI berkomitmen untuk tidak memberikan kontribusi berupa pemberian dana terhadap aktivitas politik. Manajemen melarang pemberian dukungan atau kontribusi terhadap aktivitas politik. Sehingga informasi tersebut tidak disajikan dalam laporan ini.

As of December 31, 2024, KAI committed not to providing contributions in the form of funding for political activities. Management prohibits providing support or contributions to political activities. Therefore, this information is not disclosed in this report.

Kebijakan Pengadaan Barang dan Jasa

Procurement Policy for Goods and Services

Dalam pedoman perilaku, KAI telah menyusun kebijakan terkait pengadaan barang dan jasa kepada pemasok atau mitra kerja. Perseroan berkomitmen melakukan perikatan yang saling menguntungkan, adil dan sehat dengan mitra kerja dan penyedia barang dan jasa sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan lainnya yang berlaku.

In the code of conduct, KAI has prepared policies related to the procurement of goods and services to suppliers or partners. The Company is committed to carrying out mutually beneficial, fair, and healthy contracts with partners and providers of goods and services in accordance with the provisions of laws and regulations and other applicable provisions.

Dalam implementasinya, KAI senantiasa:

1. Memastikan bahwa kegiatan usaha dan proses bisnis Perusahaan dijalankan sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar.
2. Melakukan praktik bisnis yang adil, etis dan berintegritas.
3. Melaksanakan proses pengadaan barang dan jasa yang transparan, adil, akuntabel dan kompetitif sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan untuk mendapatkan penyedia barang dan jasa yang memenuhi kualifikasi persyaratan pekerjaan dan harga yang dapat dipertanggungjawabkan.
4. Menjalin komunikasi yang baik dengan mitra kerja dan/atau penyedia barang dan jasa.

In its implementation, KAI always:

1. Ensures that the Company's business activities and business processes are carried out in accordance with the provisions of laws and regulations and the Articles of Association.
2. Conducts fair, ethical, and integrity-based business practices.
3. Implements a transparent, fair, accountable, and competitive procurement process for goods and services in accordance with the provisions of laws and regulations and provisions in the Company to obtain providers of goods and services that meet the qualifications of job requirements and prices that can be accounted for.
4. Establishes good communication with partners and/or providers of goods and services.

Kriteria Pemasok

KAI telah menyusun kriteria pemasok dengan rincian sebagai berikut:

1. Tahapan Proses Pengadaan
 - a. Undangan/Pendaftaran
 - b. Administrasi
 - c. Teknis
 - d. Harga
2. Tahapan Pelaksanaan Kontrak
 - a. Kualitas
 - b. Kuantitas
 - c. Penerapan K3
 - d. Koordinasi

Supplier Criteria

KAI has prepared supplier criteria with the following details:

1. Stages of Procurement Process
 - a. Invitation/Registration
 - b. Administration
 - c. Technical
 - d. Price
2. Stages of Contract Implementation
 - a. Quality
 - b. Quantity
 - c. Implementation of OHS
 - d. Coordination

- e. Alat Kerja Penunjang
- f. Administrasi/Dokumentasi
- g. Berita Acara Serah Terima (BAST)/ Daftar Penyerahan Hasil Pekerjaan (DPHP)
- 3. Tahapan Evaluasi
 - a. Surat Peringatan (SP)
 - b. Wanprestasi

- e. Supporting Work Tools
- f. Administration/Documentation
- g. Minutes of Handover (BAST)/ List of Work Results Submission (DPHP)
- 3. Evaluation Stages
 - a. Warning Letter (SP)
 - b. Default

Penilaian Pemasok

Di tahun 2024, KAI telah melakukan penilaian terhadap pemasok. KAI menilai pemasok yang terlibat telah dengan baik membantu operasional Perusahaan di sepanjang tahun 2024. Informasi penilaian pemasok adalah sebagai berikut:

Supplier Assessment

In 2024, KAI conducted a supplier assessment. KAI determined that the suppliers have effectively supported the company's operations throughout the year. The information regarding supplier assessments is as follows:

Penilaian Pemasok KAI tahun 2024

KAI Supplier Assessment in 2024

Lokasi / Location	Jumlah Pemasok / Number of Suppliers	Penilaian / Score
Kantor Pusat / Head Office	56 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 1 / Operational Area 1	30 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 2 / Operational Area 2	20 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 3 / Operational Area 3	17 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 4 / Operational Area 4	14 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 5 / Operational Area 5	8 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 6 / Operational Area 6	50 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 7 / Operational Area 7	13 pemasok / suppliers	B (Baik) / B (Good)
DAOP 8 / Operational Area 8	31 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DAOP 9 / Operational Area 9	9 pemasok / suppliers	B (Baik) / B (Good)
DIVRE I / Regional Division I	16 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DIVRE II / Regional Division II	9 pemasok / suppliers	B (Baik) / B (Good)
DIVRE III / Regional Division III	133 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
Balai Yasa Menggarai / Manggarai Railway Workshop	19 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
DIVRE IV / Regional Division IV	31 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
Balai Yasa Lahat / Lahat Railway Workshop	23 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
Balai Yasa Tegal / Tegal Railway Workshop	9 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	16 pemasok / suppliers	A (Sangat Baik) / A (Very Good)
Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	20 pemasok / suppliers	A (Sangat Baik) / A (Very Good)

Pengembangan dan Program ESG Pemasok

KAI berkomitmen memiliki pemasok yang sesuai dengan standar dan prosedur yang telah ditetapkan. Dalam hal ini, KAI senantiasa menyelaraskan program pengembangan bagi pemasok berdasarkan prinsip ESG dan keberlanjutan yang berlaku.

Supplier ESG Development and Program

KAI is committed to ensuring that its suppliers comply with established standards and procedures. To this end, KAI implements a development program for suppliers that aligns with relevant ESG (Environmental, Social, and Governance) and sustainability principles.

Kebijakan Pemenuhan Hak-Hak Kreditur

Creditor Rights Fulfillment Policy

Dalam pedoman perilaku, KAI telah menyusun kebijakan mengenai hubungan dengan kreditur. Perseroan melindungi hak dan kepentingan kreditur, serta berkomitmen:

1. Melakukan pinjaman dengan kreditur yang memenuhi persyaratan sesuai ketentuan peraturan perundang-undangan dan tidak mempunyai benturan kepentingan dengan Perusahaan.
2. Mematuhi kewajiban sesuai perjanjian.
3. Menjamin setiap pinjaman dengan agunan yang memadai dan sah.
4. Mengelola dana pinjaman secara efektif.
5. Memberikan informasi keadaan Perusahaan yang akurat kepada kreditur sesuai perjanjian.

Lebih lanjut, insan KAI yang terkait harus memastikan komitmen Perusahaan dapat terlaksana sebagaimana semestinya.

In the code of conduct, KAI has prepared a policy regarding relationships with creditors. The Company protects the rights and interests of creditors, and is committed to:

1. Making loans with creditors who meet the requirements in accordance with the provisions of laws and regulations and do not have a conflict of interest with the Company.
2. Complying with obligations according to the agreement.
3. Guarantee each loan with adequate and valid collateral.
4. Manage loan funds effectively.
5. Provide accurate information on the Company's condition to creditors according to the agreement.

Furthermore, related KAI personnel must ensure that the Company's commitments can be implemented properly.

Penilaian Tata Kelola Perusahaan Yang Baik

Assessment of Good Corporate Governance

Pedoman Tata Kelola Perusahaan yang Baik (GCG) menggunakan pedoman berdasarkan Peraturan Menteri Badan Usaha Milik Negara (BUMN) Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 Tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan, dan Undang-Undang Nomor 01 Tahun 2025 tanggal 24 Februari 2025 Tentang Badan Usaha Milik Negara (BUMN) yang menyatakan bahwa pengelolaan dan pengawasan Badan Usaha Milik Negara (BUMN) harus dilakukan berdasarkan prinsip-prinsip tata-kelola perusahaan yang baik (*Good Corporate Governance*).

Pelaksanaan asesmen penerapan GCG pada PT Kereta Api Indonesia (Persero) Tahun 2024 sesuai indikator/parameter penilaian dan evaluasi penerapan tata kelola perusahaan yang baik berdasarkan Peraturan Deputi Kepala BPKP No. 05 tahun 2020 tanggal 25 Agustus 2020 tentang Pedoman Asesmen Penerapan tata Kelola Perusahaan yang Baik/*Good Corporate Governance* (GCG) pada BUMN. Penilaian dilakukan dengan mengukur 6 (enam) aspek penilaian untuk penerapan GCG di Perusahaan yaitu:

1. Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang baik (GCG) secara berkelanjutan.
2. Aspek Pemegang Saham.
3. Aspek Dewan Komisaris.
4. Aspek Direksi.
5. Aspek Pengungkapan Informasi dan Transparansi.
6. Aspek Faktor Lainnya.

The Good Corporate Governance (GCG) Guidelines are based on the Regulation of the Minister of State-Owned Enterprises (BUMN) Number PER-2/MBU/03/2023, dated March 3, 2023, which addresses governance and significant corporate activities, as well as Law Number 01 of 2025, dated February 24, 2025, concerning State-Owned Enterprises (BUMN). These regulations state that the management and supervision of State-Owned Enterprises (BUMN) must adhere to the principles of good corporate governance.

In 2024, the assessment of GCG implementation at PT Kereta Api Indonesia (Persero) will follow the indicators and parameters outlined in the Regulation of the Deputy Head of BPKP Number 05 of 2020, dated August 25, 2020, which provides guidelines for assessing the implementation of Good Corporate Governance (GCG) in BUMN. The assessment will evaluate six aspects of GCG implementation in the Company:

1. Commitment to the ongoing implementation of Good Corporate Governance (GCG).
2. Shareholders' interests.
3. The role of the Board of Commissioners.
4. The role of the Board of Directors.
5. Information disclosure and transparency.
6. Other relevant factors.

PT Kereta Api Indonesia (Persero) telah melaksanakan proses *Assessment* GCG yang tujuannya untuk mengukur penerapan GCG Perusahaan untuk periode kinerja 1 Januari 2024 s.d 31 Desember 2024 yang dilaksanakan pada 15 April 2025 s.d 26 Mei 2025 oleh asesor dari Perwakilan BPKP Provinsi Jawa Barat sesuai dengan Surat Tugas Kepala Perwakilan BPKP Provinsi Jawa Barat Nomor: PE.05.01/S-329/PW10/4.1/2025 tentang Asesmen Penerapan Good Governance (GCG) PT Kereta Api Indonesia (Persero) Tahun 2024.

Berdasarkan hasil *Assessment* GCG atas kinerja tahun 2024, PT Kereta Api Indonesia (Persero) memperoleh skor sebesar **93,590** dengan predikat **"Sangat Baik"**. Capaian ini menunjukkan peningkatan sebesar 0,573 poin dibandingkan dengan skor tahun 2023 yang berada pada angka 93,017.

Peningkatan tersebut mencerminkan komitmen manajemen PT Kereta Api Indonesia (Persero) dalam mengimplementasikan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) secara konsisten di seluruh aktivitas bisnis. Perseroan juga terus melakukan perbaikan berkelanjutan dalam setiap proses bisnis yang dijalankan.

Secara umum, seluruh aspek yang dinilai dalam *Assessment* GCG untuk kinerja tahun 2024 menunjukkan peningkatan dibandingkan dengan tahun sebelumnya, sebagaimana ditunjukkan pada tabel berikut:

PT Kereta Api Indonesia (Persero) has initiated the GCG *Assessment* process aimed at measuring the implementation of the Company's GCG for the performance period from January 1, 2024, to December 31, 2024. This assessment will be conducted from April 15, 2025, to May 26, 2025, by assessors from the West Java Province BPKP Representative, in accordance with the Letter of Assignment from the Head of the West Java Province BPKP Representative, Number PE.05.01/S-329/PW10/4.1/2025, regarding the Assessment of the Implementation of Good Governance (GCG) of PT Kereta Api Indonesia (Persero) for 2024.

Based on the results of the GCG *Assessment* for the 2024 performance period, PT Kereta Api Indonesia (Persero) received a score of **93.590**, achieving a **"Excellent"** classification. This score reflects an increase of 0.573 points compared to the 2023 score of 93.017.

This improvement demonstrates the commitment of PT Kereta Api Indonesia (Persero) management to consistently implement the principles of Good Corporate Governance across all business activities. The Company continually strives for enhancements in every business process.

Overall, all assessed aspects in the GCG *Assessment* for the 2024 performance period showed improvements compared to the previous year, as illustrated in the following table:

Tabel *Assessment* GCG Tahun 2024Table of GCG *Assessment* in 2024

Aspek Pengujian Indikator/Parameter / Indicator Testing Aspects/Parameters		Bobot / Value	Capaian Tahun 2023 / Achievements of 2023		Penjelasan / Explanation
			Skor / Score	Capaian / Achievement (%)	
1	Komitmen terhadap penerapan Tata kelola perusahaan yang baik secara berkelanjutan / Commitment to the implementation of good corporate governance on an ongoing basis	7,000	6,962	99,457	Sangat Baik / Excellent
2	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and GMS/Capital Owners	9,000	8,618	95,754	Sangat Baik / Excellent
3	Dewan Komisaris/Dewan Pengawas / Board of Commissioners/ Board of Supervisors	35,00	32,846	93,779	Sangat Baik / Excellent
4	Direksi / Board of Directors	35,000	32,823	93,779	Sangat Baik / Excellent
5	Pengungkapan Informasi dan Transparansi / Disclosure of Information and Transparency	9,000	7,342	81,577	Baik / Good
6	Aspek Lainnya / Other Aspects	5,000	5,000	100,000	Sangat Baik / Excellent
Skor Keseluruhan / Total Score		100,00	93,590	-	Sangat Baik / Excellent

Rekomendasi dan Tindaklanjutnya

Berdasarkan penilaian GCG untuk tahun 2024, Perseroan memperoleh sejumlah rekomendasi dengan uraian serta tindak lanjut sebagai berikut:

Recommendations and Follow-up

Based on the GCG assessment for 2024, the Company has obtained a number of recommendations with descriptions and follow-ups as follows:

No	Rekomendasi / Rekomendasi	PIC
ASPEK KOMITMEN / COMMITMENT ASPECT		
1	Mengupayakan penyelesaian tindak lanjut atas <i>area of improvement</i> (Aol) hasil asesmen GCG / Striving for completion of follow-up actions on the areas of improvement (Aol) resulting from the GCG assessment	USQ
ASPEK PEMEGANG SAHAM/KBUMN / SHAREHOLDERS/KBUMN ASPECTS		
2	Memberikan Persetujuan usulan aksi korporasi Direksi secara tepat waktu yaitu paling lambat 30 hari untuk KSO/BOT dan maksimal 7 hari untuk pelepasan asset setelah dokumen usulan dan penjelasan diterima secara lengkap. / Providing approval for the Board of Directors' proposed corporate actions in a timely manner, namely no later than 30 days for KSO/BOT and a maximum of 7 days for asset release after the proposal documents and explanations have been received in full.	Pemegang Saham / KBUMN / Shareholders / KBUMN
3	Mendokumentasikan pembahasan dan upaya-upaya menindaklanjuti Aol yang dihasilkan dari asesmen GCG tahun sebelumnya. / Documenting discussions and efforts to follow up on Aol resulting from the previous year's GCG assessment.	Pemegang Saham / KBUMN / Shareholders / KBUMN
ASPEK DEWAN KOMISARIS / BOARD OF COMMISSIONERS ASPECT		
4	Konsisten dalam proses pemberian persetujuan Dewan Komisaris atas usulan pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan tidak melebihi jangka waktu 15 (lima belas) hari sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi / Consistency in the process of granting approval to the Board of Commissioners for the proposed appointment of the Board of Directors and Board of Commissioners of Subsidiaries does not exceed a period of 15 (fifteen) days from the receipt of the application or explanation and complete documents from the Board of Directors.	Organ Dewan Komisaris / Board of Commissioners Organs
5	Melakukan telaahan atas hasil capaian kinerja Direksi secara individual dan dituangkan dalam risalah rapat Intern dan/atau rapat gabungan BOC-BOD atau dalam surat tanggapan atas kinerja perusahaan triwulanan kepada Pemegang Saham / Conducting a review of the results of the Board of Directors' performance achievements individually and setting out this in the minutes of the Internal meeting and/or joint BOC-BOD meeting or in a response letter regarding the company's quarterly performance to Shareholders.	Organ Dewan Komisaris / Board of Commissioners Organs
6	Meningkatkan kehadiran dan keaktifan masing-masing Dewan Komisaris dalam rapat internal BOC maupun rapat gabungan BOC-BOD / Increasing the presence and activeness of each Board of Commissioners in internal BOC meetings and joint BOC-BOD meetings.	Organ Dewan Komisaris / Board of Commissioners Organs
7	Dewan Komisaris agar memberikan surat kuasa kepada anggota Dewan Komisaris lain yang mewakilinya atas ketidakhadirannya dalam rapat untuk pengambilan keputusan / The Board of Commissioners must provide a power of attorney to another member of the Board of Commissioners to represent him/her in his/her absence from the meeting for decision making.	Organ Dewan Komisaris / Board of Commissioners Organs
8	Menginstruksikan Sekretaris Dewan Komisaris agar mencantumkan alasan ketidakhadiran masing-masing Dewan Komisaris dalam Risalah Rapat Dewan Komisaris baik rapat internal maupun rapat BOC BOD / Instruct the Secretary of the Board of Commissioners to include the reasons for the absence of each Board of Commissioners in the Minutes of the Board of Commissioners Meeting, both internal meetings and BOC BOD meetings.	Organ Dewan Komisaris / Board of Commissioners Organs
9	Konsisten menjadikan pending matter Dewan Komisaris dari hasil rapat/bahasan sebelumnya sebagai tambahan agenda pembahasan dalam rapat gabungan BOC-BOD / Consistently making pending matters of the Board of Commissioners from the results of previous meetings/discussions as additional discussion agendas in joint BOC-BOD meetings.	Organ Dewan Komisaris / Board of Commissioners Organs
10	Konsisten dalam memantau dan meningkatkan progres tindak lanjut Direksi atas arahan Dewan Komisaris pada rapat sebelumnya / Consistent in monitoring and improving the progress of the Board of Directors' follow-up to the direction of the Board of Commissioners at the previous meeting.	Organ Dewan Komisaris / Board of Commissioners Organs
11	Komite Komisaris dalam melaksanakan pertemuan berkala agar konsisten mendokumentasikan hasil pertemuan dalam Risalah Rapat sesuai dengan format Risalah Rapat dalam Tata Tertib Rapat Dewan Komisaris / The Commissioners Committee in carrying out periodic meetings must consistently document the results of the meetings in the Minutes of Meeting in accordance with the format of the Minutes of Meeting in the Board of Commissioners' Meeting Rules of Procedure.	Organ Dewan Komisaris / Board of Commissioners Organs
12	Komite Komisaris agar menyusun Laporan Triwulanan dan Tahunan kepada Dewan Komisaris yang minimal memuat: / The Commissioners Committee shall prepare Quarterly and Annual Reports to the Board of Commissioners which shall at least contain: - perbandingan realisasi kegiatan dengan program kerja tahunan; / comparison of activity realization with the annual work program; - penugasan lain yang ditugaskan oleh Dewan Komisaris; / other assignments assigned by the Board of Commissioners; - rangkuman hasil pelaksanaan kegiatan dan rekomendasinya. / summary of activity implementation results and recommendations.	Organ Dewan Komisaris / Board of Commissioners Organs
ASPEK DIREKSI / BOARD OF DIRECTORS ASPECT		
13	Menyusun dan menyampaikan kepada RUPS/Pemilik Modal tentang usulan insentif kinerja untuk Direksi / Preparing and submitting to the GMS/Capital Owners regarding proposed performance incentives for the Board of Directors	D6 & D8
14	Sekretaris Perusahaan menyusun rencana Rapat Direksi dan agenda yang akan dibahas dalam Program Kerjanya / The Corporate Secretary prepares the Board of Directors' Meeting plan and the agenda to be discussed in the Work Program.	USC
15	Menuangkan dalam risalah rapat mengenai penjelasan alasan ketidakhadiran Direksi dalam rapat BOD BOC / Including in the minutes of the meeting an explanation of the reasons for the absence of the Board of Directors at the BOD BOC meeting.	USC

No	Rekomendasi / Rekomendasi	PIC
16	Menetapkan batasan waktu pelaksanaan tindak lanjut arahan dan/atau keputusan Dewan Komisaris / Setting a time limit for implementing follow-up actions to the Board of Commissioners' directives and/or decisions.	USC & ULP
17	Konsisten menindaklanjuti arahan dan/atau keputusan Dewan Komisaris / Consistently following up on the directions and/or decisions of the Board of Commissioners	USC
ASPEK INFORMASI DAN TRANSPARANSI / SINFOrmation AND TRANSPARENCY ASPECTS		
18	Memperbaharui kebijakan informasi publik disesuaikan dengan Peraturan Komisi Informasi RI No. 1 Tahun 2021 tanggal 25 Juni 2021 tentang standar layanan Informasi Publik / Updating the public information policy in accordance with the Regulation of the Indonesian Information Commission No. 1 of 2021 dated June 25, 2021 concerning Public Information service standards.	USP
19	Menyampaikan laporan kepada lembaga regulator secara tepat waktu / Submitting reports to regulatory agencies in a timely manner	USP
20	- Melengkapi muatan <i>Annual Report</i> sesuai ketentuan / Completing the contents of the Annual Report according to the provisions - Mengikuti <i>Annual Report Award</i> (ARA) / Participating in the Annual Report Award (ARA)	USP

Tata Kelola Teknologi Informasi

Information Technology Governance

KAI berkomitmen mewujudkan visi perusahaan untuk **"Menjadi Solusi Ekosistem Terbaik di Indonesia"**. KAI telah menetapkan sejumlah strategi yang diharapkan mendorong peningkatan kualitas layanan bagi pelanggan, operasional bisnis internal perusahaan, serta perluasan kerja sama kemitraan yang sinergis. Selain itu, KAI secara konsisten terus mengusahakan inovasi dan pengembangan bisnis untuk mendukung pertumbuhan dan ketahanan bisnis perusahaan. Seluruh strategi tersebut membutuhkan dukungan Teknologi Informasi (TI). Dengan demikian, keberadaan fungsi TI yang optimal menjadi mutlak harus dipenuhi oleh masing-masing perusahaan, termasuk KAI. Sehingga Perseroan dapat merespons tantangan-tantangan dan menangkap peluang-peluang baru di masa mendatang.

Di sisi lain, penggunaan TI tidak hanya menghadirkan nilai manfaat tetapi juga menghadirkan risiko yang perlu diantisipasi secara serius. Memahami hal tersebut, KAI menerapkan Tata Kelola TI yang baik. Sehingga, nilai manfaat dari penggunaan TI dapat diperoleh secara optimal, dan pada saat yang sama, risiko-risiko yang ditimbulkan dapat dikelola secara optimal.

PROFIL DIREKTORAT TEKNOLOGI INFORMASI

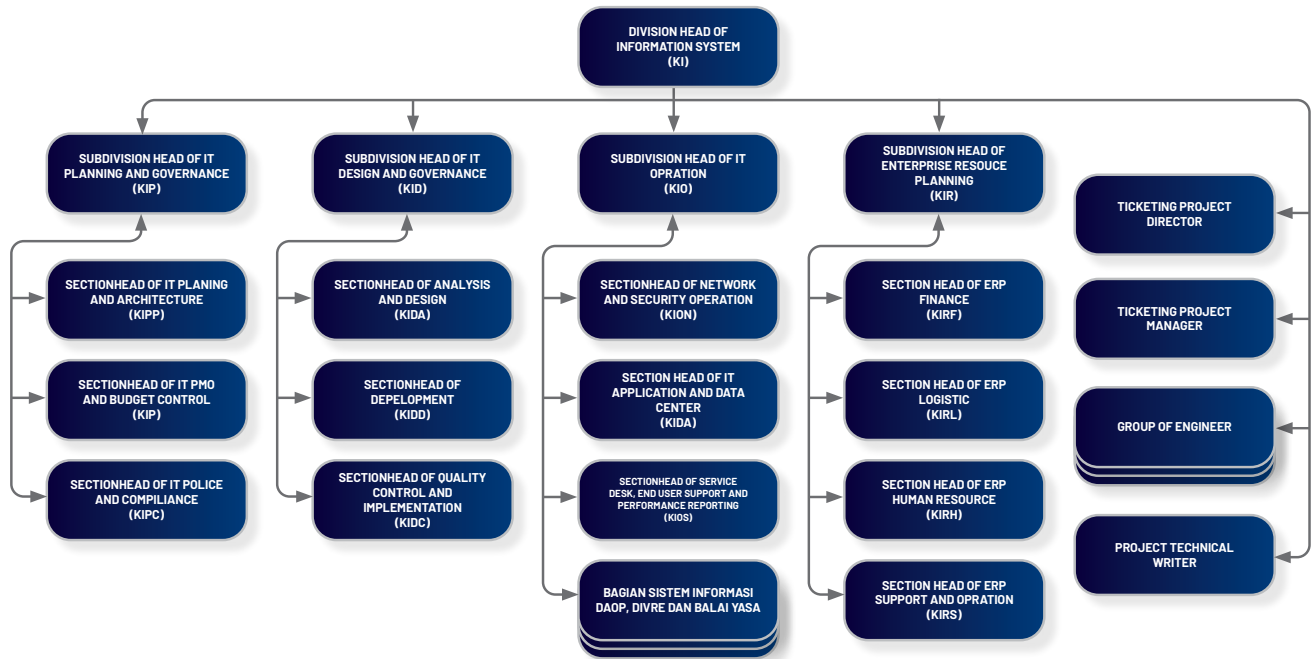
Berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/X/4/KA-2023 tentang Organisasi dan Tata Laksana Direktorat Keuangan dan Manajemen Risiko, dengan penjabaran sebagai berikut:

KAI is committed to realizing the Company's vision of **"Becoming the Best Ecosystem Solution in Indonesia"**. KAI has established several strategies aimed at enhancing service quality for customers, internal business operations, and expanding synergistic partnership collaborations. Additionally, KAI continuously pursues innovation and business development to support the Company's growth and resilience. All these strategies require the support of Information Technology (IT). Therefore, the presence of IT functions is essential for each company, including KAI. This enables the Company to respond to unexpected challenges and seize new opportunities.

On the other hand, the use of IT not only provides benefits but also presents risks that need to be seriously anticipated. Understanding this, KAI implements good IT Governance. Therefore, the benefits of using IT can be obtained optimally, and at the same time, the risks that arise can be managed optimally.

PROFILE OF THE INFORMATION TECHNOLOGY DIRECTORATE

Based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KO.104/X/4/KA-2023 concerning the Organization and Implementation of the Directorate of Finance and Risk Management, with the following details:



PIHAK PENGELOLA TEKNOLOGI INFORMASI

Vice President Corporate Social Responsibility melaksanakan tugas dan tanggung jawab dengan didukung oleh 2 (dua) Manager, dengan penjelasan sebagai berikut:

1. Menetapkan perencanaan dan melakukan pengendalian terkait tata kelola, pengembangan, layanan dan operasional sistem informasi.
2. Menetapkan perencanaan dan melakukan pengendalian terkait pengembangan teknologi data dan sistem tiket.
3. Menyelenggarakan pembinaan sistem informasi di Anak Perusahaan agar selaras dengan arah pengembangan sistem informasi yang ditetapkan oleh Perusahaan.

Divisi Information System membawahi Subdivisi IT Planning and Governance, Subdivisi IT Design and Development, Subdivisi IT Operation, Subdivisi Enterprise Resource Planning, dan Ticketing Project Director. Selain itu, terdapat perwakilan unit sistem informasi di daerah meliputi Daerah Operasi, Divisi Regional, dan Balai Yasa.

INFORMATION TECHNOLOGY MANAGEMENT

The Vice President of Corporate Social Responsibility carries out duties and responsibilities supported by 2 (two) Managers, with the following explanation:

1. Establishing planning and controlling related to governance, development, services, and operations of information systems.
2. Establishing planning and controlling related to the development of data technology and ticketing systems.
3. Conducting information systems development in Subsidiaries to align with the direction of information systems development set by the Company.

The Information Systems Division oversees the IT Planning and Governance Subdivision, IT Design and Development Subdivision, IT Operation Subdivision, Enterprise Resource Planning Subdivision, and Ticketing Project Director. Additionally, there are representatives of the information systems unit in the regions, including the Operating Areas, Regional Divisions, and Balai Yasa.

ROADMAP TEKNOLOGI INFORMASI

Divisi Information System bekerja sesuai Rencana Jangka Panjang Perusahaan 2020-2024, IT Master Plan, dan IT Governance. Informasi roadmap TI Perseroan adalah sebagai berikut:



a. Rencana Jangka Panjang Perusahaan

Rencana Jangka Panjang Perusahaan periode 2020-2024 meliputi strategi bisnis perusahaan guna mewujudkan visi dan misi Perseroan termasuk strategi terkait Teknologi Informasi.

b. IT Master Plan

Teknologi Informasi merupakan penjabaran dari RJPP untuk program strategis Teknologi Informasi sesuai dengan periode RJPP 2020-2024.

c. IT Governance

IT Governance untuk mendukung proses bisnis Teknologi Informasi, dengan kebijakan yang ditetapkan berdasarkan *framework* COBIT, ISO 27001, TOGAF serta *best practice* lainnya ISO 27001 dan *Maturity Level* diterapkan sebagai evaluasi dalam pelaksanaan tata kelola Teknologi Informasi.

INFORMATION TECHNOLOGY ROADMAP

The Information System Division works in accordance with the Company's Long-Term Plan 2020-2024, IT Master Plan, and IT Governance. The Company's IT roadmap information is as follows:

a. Company Long-Term Plan

The Company's Long-Term Plan for the period 2020-2024 includes the Company's business strategies to realize its vision and mission, including strategies related to Information Technology.

b. IT Master Plan

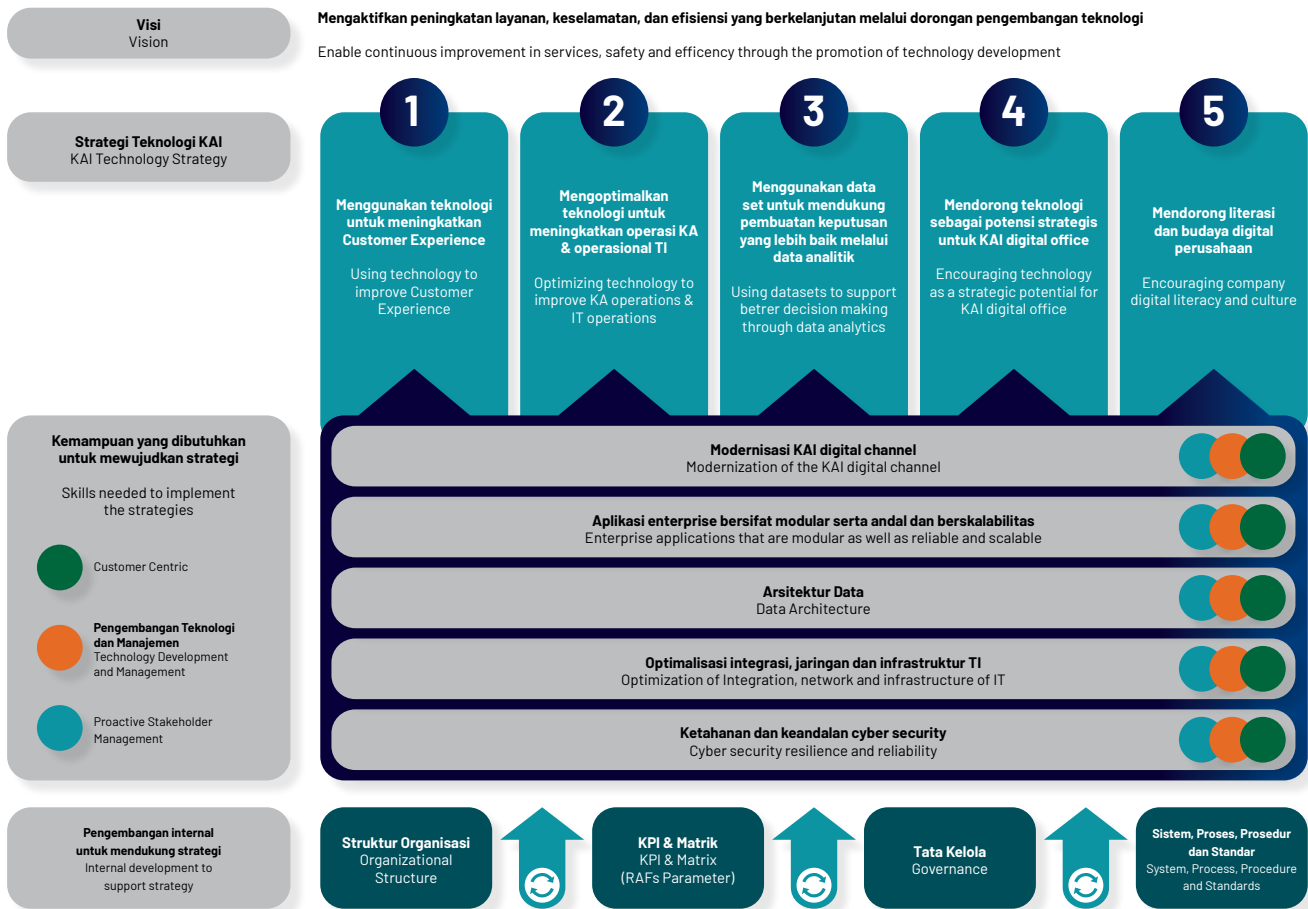
The IT Master Plan is an elaboration of the Long-Term Corporate Plan (RJPP) for strategic Information Technology programs in line with the RJPP period 2020-2024.

c. IT Governance

IT Governance supports Information Technology business processes, with policies established based on the COBIT framework, ISO 27001, TOGAF, and other best practices. ISO 27001 and Maturity Level are applied as evaluations in the implementation of Information Technology governance.

VISI DAN MISI TEKNOLOGI INFORMASI

VISION AND MISSION OF INFORMATION TECHNOLOGY



MASTERPLAN TEKNOLOGI INFORMASI

Sebagai entitas BUMN, Perseroan diwajibkan untuk memiliki Master Plan TI berjangka waktu yang di-review secara periodik. Hal tersebut didasarkan pada Peraturan Menteri BUMN No. PER-02/MBU/2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara dan perubahannya melalui Peraturan Menteri BUMN No. PER03/MBU/02/2018. Lebih dari itu, keberadaan Master Plan TI selaras dengan ketentuan di dalam Surat Kementerian BUMN No. S-949/MBU/10/2020 perihal tindak lanjut Aspirasi Pemegang Saham (APS) terkait Teknologi dan Teknologi Informasi Tahun 2021 khusus bidang Teknologi Informasi.

INFORMATION TECHNOLOGY MASTERPLAN

As a state-owned enterprise, the Company is required to have an IT Masterplan with a set period that is reviewed periodically. This requirement is based on the Ministry of SOE Regulation No. PER-02/MBU/2013 regarding the Guidelines for Information Technology Management of State-Owned Enterprises and its amendments through Ministry of SOE Regulation No. PER03/MBU/02/2018. Furthermore, the existence of the IT Masterplan aligns with the provisions in the Ministry of SOE Letter No. S-949/MBU/10/2020 regarding the follow-up on Shareholder Aspirations (APS) related to Technology and Information Technology for the year 2021, specifically in the field of Information Technology.

KAI telah memiliki Master Plan TI 2020-2024 sebagai rencana strategis pengembangan Teknologi Informasi untuk periode 2020 sampai dengan 2024, yang diterapkan selaras dengan RJPP Perusahaan 2020-2024. Master Plan TI 2020-2024 dijabarkan menjadi sejumlah aspek implementasi, sebagai berikut:

1. *Business & IT Assessment*, meliputi arahan strategis bisnis baik internal maupun eksternal serta gambaran kondisi TI yang telah berjalan.
2. *Penyelarasan bisnis dan IT*, meliputi penyelarasan strategi bisnis maupun fungsional bisnis dengan Teknologi Informasi.
3. *IT Maturity*, meliputi pengukuran kematangan tata Kelola Teknologi Informasi berdasarkan *framework* COBIT maupun *Gartner*.
4. *Desain Enterprise Architecture*, meliputi penggambaran Teknologi Informasi ke dalam arsitektur baik dari segi aplikasi, teknologi, maupun tata Kelola Teknologi Informasi.
5. *Analisis Kesenjangan*, merupakan GAP Assessment dari segi aplikasi, infrastruktur maupun tata Kelola Teknologi Informasi.
6. *Potensi Inisiatif*, meliputi inisiatif segi aplikasi, infrastruktur maupun tata Kelola Teknologi Informasi.
7. *Analisis Prioritas dan Portofolio*, meliputi penentuan prioritas inisiatif beserta rencana implementasi tahun 2020-2024.
8. *Roadmap Digitalisasi Teknologi Informasi*, meliputi program digitalisasi tahun 2020-2024 sesuai dengan inisiatif IT Master Plan.
9. *Resume estimasi biaya implementasi dan kebutuhan tenaga ahli tahun 2020-2024* baik dari segi aplikasi, teknologi, maupun tata Kelola Teknologi Informasi

Dokumen *Masterplan* TI 2020-2024 mengarahkan pengembangan TI KAI agar sejalan dengan strategi bisnis dan memberikan manfaat yang diharapkan. Dengan ini, dibutuhkan komitmen dari seluruh unsur Perseroan mencakup manajemen untuk mengimplementasikan *Masterplan* TI 2020-2024 dengan baik. Langkah tersebut dilakukan untuk mewujudkan masa depan bisnis yang berkelanjutan.

KAI has established an IT Masterplan for 2020-2024 as a strategic plan for the development of Information Technology for the period from 2020 to 2024, which is implemented in alignment with the Company's Long-Term Plan (RJPP) 2020-2024. The IT Masterplan 2020-2024 is detailed into several implementation aspects, as follows:

1. *Business & IT Assessment*, includes strategic business directions both internal and external, as well as the current state of IT operations.
2. *Business and IT Alignment*, covers the alignment of business and functional strategies with Information Technology.
3. *IT Maturity*, involves measuring the maturity of IT governance based on COBIT and Gartner frameworks.
4. *Enterprise Architecture Design*, encompasses the depiction of Information Technology in architecture, including application, technology, and IT governance aspects.
5. *Gap Analysis*, represents a Gap Assessment from the perspectives of applications, infrastructure, and IT governance.
6. *Potential Initiatives*, covers initiatives related to applications, infrastructure, and IT governance.
7. *Priority and Portfolio Analysis*, includes the determination of initiative priorities and the implementation plan for 2020-2024.
8. *IT Digitalization Roadmap*, includes the digitalization program for 2020-2024 in accordance with the IT Master Plan initiatives.
9. *Cost and Expert Resource Estimates*, provides estimates of implementation costs and expert needs for 2020-2024 in terms of applications, technology, and IT governance.

The IT Masterplan Document 2020-2024 guides KAI's IT development to align with business strategies and deliver the expected benefits. Therefore, commitment from all elements of the Company, including management, is necessary to effectively implement the IT Masterplan 2020-2024. This step was taken to realize a sustainable business future.

PENERAPAN TATA KELOLA TEKNOLOGI INFORMASI KAI

Penerapan Tata Kelola Teknologi Informasi mencakup dilakukannya efektivitas melalui asesmen maupun sertifikasi, antara lain:

1. ISO 27001 Sistem Manajemen Keamanan Informasi

Dalam penyelenggaraan Tata Kelola Teknologi Informasi, keamanan informasi merupakan aspek yang sangat penting. Kinerja Tata Kelola IT akan terganggu jika informasi Perusahaan mengalami masalah keamanan terkait aspek *Confidentiality*, *Integrity*, dan *Availability*. Implementasi Keamanan Informasi dilakukan sejak 2013 melalui sertifikasi ISO 27001. Untuk tahun 2024 Perusahaan berhasil mempertahankan sertifikasi melalui *Surveillance* Audit pada bulan Mei 2024 oleh Badan Sertifikasi CBQA Global.

2. Asesmen IT Maturity Level

Asesmen IT *Maturity Level* merupakan salah satu pengukuran efektivitas Tata Kelola Teknologi Informasi mengacu pada *framework* COBIT. Untuk memastikan efektivitas pengelolaan IT secara berkelanjutan, Perusahaan melakukan asesmen IT *Maturity Level* secara tahunan dan terjadwal, dengan melibatkan pihak independen. Di tahun 2024 Perusahaan telah melakukan Asesmen IT *Maturity Level* oleh Konsultan Independen dengan skor 3,79 (24 GAMO) dan 3,76 (33 GAMO).

KAI INFORMATION TECHNOLOGY GOVERNANCE IMPLEMENTATION

The implementation of Information Technology Governance includes effectiveness through assessments and certifications, including:

1. ISO 27001 Information Security Management System

In the implementation of Information Technology Governance, information security is a very important aspect. IT Governance performance will be disrupted if the Company's information experiences security problems related to the aspects of *Confidentiality*, *Integrity*, and *Availability*. The implementation of Information Security has been carried out since 2013 through ISO 27001 certification. In 2024, the Company successfully maintained certification through a *Surveillance* Audit in May 2024 by the CBQA Global Certification Body.

2. IT Maturity Level Assessment

The IT *Maturity Level* Assessment is one of the measurements of the effectiveness of Information Technology Governance referring to the COBIT framework. To ensure the effectiveness of IT management on an ongoing basis, the Company conducts an IT *Maturity Level* assessment annually and on a schedule, involving independent parties. In 2024, the Company conducted an IT *Maturity Level* Assessment by an Independent Consultant with a score of 3.79 (24 GAMO) and 3.76 (33 GAMO).

Evaluasi dan dampak investasi TI Perseroan di tahun 2024 adalah sebagai berikut:

The evaluation and impact of the Company's IT investments in 2024 are as follows:

Program Kerja / Work Program	Dampak / Impact	Evaluasi / Evaluation
Optimalisasi <i>Enterprise Risk Management System</i> (SMARTKA) / Optimization of <i>Enterprise Risk Management System</i> (SMARTKA)	<i>Process Improvement</i>	Pengisian <i>Risk and Control Self Assessment</i> (RCSA) yang sebelumnya manual menjadi digital sejak tahun 2021 serta adanya efisiensi waktu dalam pengumpulan data risiko dari semua unit. / The filling of the <i>Risk and Control Self Assessment</i> (RCSA) which was previously manual has become digital since 2021 and there is time efficiency in collecting risk data from all units. Implementasi Pengisian RCSA di Anak Perusahaan memastikan standarisasi manajemen dan mempermudah monitoring risiko KAI Group. Digitalisasi lebih baik membantu meminimalkan kesalahan pencatatan manual serta memastikan semua transaksi RCSA terdokumentasi. / The implementation of RCSA filling in subsidiaries ensures standardization of management and facilitates monitoring of KAI Group risks. Better digitalization helps minimize manual recording errors and ensures that all RCSA transactions are documented. Notifikasi otomatis dan dashboard memberikan informasi <i>real-time</i> lebih jelas bagi <i>stakeholder</i>, meningkatkan kemudahan akses dan otomatisasi pengelolaan risiko. / Automatic notifications and dashboards provide clearer <i>real-time</i> information for stakeholders, increasing ease of access and automation of risk management.

Program Kerja / Work Program	Dampak / Impact	Evaluasi / Evaluation
Optimalisasi Sales Management System / Optimization of Sales Management System	Business dan Process Improvement / Business and Process Improvement	- Integrasi sistem anak perusahaan dengan <i>holding</i> sehingga produk-produk KAI group dapat diakses melalui satu aplikasi yaitu <i>Access by KAI</i>. / Integration of subsidiary systems with holding so that KAI group products can be accessed through one application, namely <i>Access by KAI</i>. - Terdapat <i>fee sharing</i> setiap transaksi top up Kartu Multi Trip (PT KCI) dengan induk holding PT KAI. / There is a fee sharing for every top up transaction of Multi Trip Card (PT KCI) with the parent holding PT KAI. - Peningkatan proses bisnis dalam penyediaan laporan harian, <i>tracking</i> posisi KA untuk angkutan barang dan portal customer pada komersialisasi aset. / Improvement of business processes in providing daily reports, tracking train positions for freight transportation and customer portals for asset commercialization.
Optimalisasi Railway Management System / Railway Management System Optimization	Process Improvement	Grafik Perjalanan KA (Gapeka) yang sebelumnya manual menjadi digital sehingga lebih efisiensi waktu dalam pengelolaannya. / The Train Travel Chart (Gapeka) which was previously manual has become digital, making it more time efficient in its management.
Dukungan Transformasi Digital / Digital Transformation Support	System Improvement	Peningkatan infrastruktur dan sistem guna mendukung Transformasi Digital. / Infrastructure and system improvements to support Digital Transformation.

TINGKAT KEAMANAN TEKNOLOGI INFORMASI KAI

Perusahaan telah membentuk Tim Tanggap Insiden Siber (CSIRT) untuk memberikan layanan serta penanganan keamanan dan ketahanan siber yang responsif dan profesional. Tim Tanggap Insiden Siber (CSIRT) melaksanakan tugas dan tanggung jawab dalam penanganan insiden siber, sosialisasi keamanan siber, serta berkoordinasi dengan pihak eksternal Perusahaan dalam penanganan insiden siber.

Selain itu juga, Perusahaan merupakan Pengendali Data Pribadi yang harus patuh terhadap Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi. Sehingga Perusahaan telah membentuk Tim Penyiapan Penerapan Pelindungan Data Pribadi untuk melaksanakan tugas menyusun Peraturan Direksi Pelindungan Data Pribadi, menyusun RoPA (*Record of Processing Activities*) dan melakukan awareness kepada seluruh pekerja untuk meningkatkan kesadaran pentingnya menjaga keamanan data pribadi.

KAI INFORMATION TECHNOLOGY SECURITY LEVEL

The Company has formed a Cyber Incident Response Team (CSIRT) to provide responsive and professional cyber security and resilience services and handling. The Cyber Incident Response Team (CSIRT) carries out duties and responsibilities in handling cyber incidents, socializing cyber security, and coordinating with external parties of the Company in handling cyber incidents.

In addition, the Company is a Personal Data Controller that must comply with Law No. 27 of 2022 concerning Personal Data Protection. Therefore, the Company has formed a Personal Data Protection Implementation Preparation Team to carry out the task of preparing the Personal Data Protection Board of Directors Regulation, preparing RoPA (*Record of Processing Activities*) and raising awareness to all employees to increase awareness of the importance of maintaining personal data security.



Laporan Keberlanjutan

Sustainability Report





Laporan Keberlanjutan

Sustainability Report



Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

Kinerja Aspek Ekonomi [OJK B.1]

Economic Aspects Performance [OJK B.1]

Uraian / Description	Satuan / Unit	2024	2023	2022
Kuantitas Produk/Jasa (sesuai jenis produk) / Product/Service Quantity (by product type)				
Angkutan Penumpang / Passenger Transportation	Penumpang / Customer	453.343.189	388.776.604	284.448.804
Angkutan Barang / Cargo	Ton / Tons	69.201.670	63.694.966	58.006.880
Pendapatan / Revenues	Ribuan Rupiah / Thousands of Rupiah	36.108.216.958	35.106.535.574	25.577.639.010
Laba (Rugi) tahun berjalan / Income (Loss) for the Year	Ribuan Rupiah / Thousands of Rupiah	2.222.582.760	1.871.548.137	1.685.989.220
Produk Ramah Lingkungan: Kereta Rel Listrik / Eco-Friendly Product: Electric Rail Train	Unit Gerbong / Carriage Unit	132	994	1.064
Jumlah pemasok lokal / Total Local Suppliers	Perusahaan/mitra / Company/partner	197	173	182*
Persentase pemasok lokal / Local Supplier Percentage	Perusahaan/mitra / Company/partner	97,29%	70,32%	70,00%

*) Disajikan kembali / Restated

Kinerja Aspek Lingkungan Hidup [OJK B.2]

Environmental Aspects Performance [OJK B.2]

Uraian / Description	Satuan / Unit	2024	2023	2022
Penggunaan Energi / Energy Usage				
Penggunaan Listrik dari Solar Panel / Solar Panel Electricity Usage	GJ	6.969	4.731	742
Penggunaan Listrik PLN / PLN Electricity Usage	GJ	238.586	313.332	286.960
Penggunaan Bensin / Use of Fuel	GJ	13.625	135.045	133.148
Penggunaan Biosolar / Use of Biodiesel Fuel	GJ	353.128	323.061	290.799
Intensitas Pemakaian Energi / Energy Usage Intensity	• GJ/Penumpang / GJ/ Passenger	0,0014	0,0020	0,0025
	• GJ/Ton Barang / GJ/ Ton Goods	0,0089	0,0122	0,0123
	• GJ/Miliar Rp / GJ/ Billion Rp	0,0170	0,0221	0,0278
Penggunaan Air / Water Usage	Megaliter	920,23	442,38	701,03
Emisi yang dihasilkan / Emission generated				
Cakupan 1 Emisi Bensin dan Biosolar / Scope 1 Fuel and Biodiesel Emission	Ton Co ² -eq	26.086,75	33.489,26	31.054,74
Cakupan 2 Emisi Listrik PLN / Scope 2 PLN Electricity Emission	Ton Co ² -eq	63.707,76	82.519,81	74.642,51

Laporan Keberlanjutan
Sustainability Report

Uraian / Description	Satuan / Unit	2024	2023	2022
Cakupan 3 Emisi Perjalanan Dinas / Scope 3 Business Trip Emission	Ton Co ² -eq	125.973,01	206.692,82	243.495,91
Intensitas Emisi per Pendapatan / Emission Intensity per Revenue	Ton Co ² -eq/Miliar Rp / Ton Co ² -eq/Billion Rp	0,0060	0,0092	0,0137
Pengurangan Emisi / Emission Reduction	Ton Co ² -eq	20.131	—*	—*
Pelestarian Keanekaragaman Hayati / Biodiversity Conservation				
Penanaman Pohon / Tree Planting	Pohon / Tree	5.216	17.123	64.157
Pengaduan Lingkungan / Environmental Complaint	Kasus / Case	Nihil / Nil	Nihil / Nil	Nihil / Nil
Pengurangan Limbah / Waste Reduction	Ton	1.630.042	(1.630.242)	(651)

*Tahun 2023 & 2022 belum dilakukan pengukuran emisi karena penetapan *baseline* emisi baru dilakukan pada tahun 2023 / Emission measurements have not been carried out in 2023 & 2022 because the determination of the new emission baseline was carried out in 2023.

Kinerja Aspek Sosial [OJK B.3]

Social Aspect Performance [OJK B.3]

Uraian / Description	Satuan / Unit	2024	2023	2022
Rata-rata jam pelatihan per Pekerja / Average Hour of Training Per-Employee				
• Laki-laki / Male	Jam / Hours	124	184	6
• Perempuan / Female		87	146	24
Kepuasan Pekerja / Employee Satisfaction	Poin / Points	4,28	4,25	4,17
Pengaduan Pelanggan / Customer Complaint	Kasus / Cases	179.071	44.735	29.106
Kepuasan Penumpang / Passenger Satisfaction	Skala (Kategori) / Scale (Category)	4,51 (High)	4,44 (High)	4,39 (High)
Aspek Sosial-Kemasyarakatan / Social-Community Aspect				
Penyaluran Tanggung Jawab Sosial dan Lingkungan / Social and Environment Responsibility Fund Distribution	Rupiah Penuh / Full Amount of Rupiah	16.909.999.148	14.999.621.732	9.645.348.012
Pendanaan Mitra Binaan / Partnership Fund Distribution	Rupiah Penuh / Full Amount of Rupiah	5.421.248.338	16.696.315.845	7.066.650.000
Jumlah Mitra Binaan / Total Fostered Partners	Perusahaan/Mitra / Company/Partner	225	626	2.571

Tentang Laporan Keberlanjutan

About Sustainability Report

KAI menyediakan Laporan Keberlanjutan sebagai bentuk laporan kepada seluruh pemangku kepentingan yang mencakup informasi aspek ekonomi, sosial, dan lingkungan, serta pengungkapan tata kelola keberlanjutan di KAI dan seluruh anak Perusahaan. **[GRI 2-2]**

Laporan Keberlanjutan KAI disajikan menyatu dengan Laporan Tahunan dan menjadi bagiannya tersendiri. Laporan Keberlanjutan ini juga disusun dengan berlandaskan:

1. Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.
2. Surat Edaran Otoritas Jasa Keuangan Republik Indonesia No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten dan Perusahaan Publik.
3. Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Programs* (SDGs).
4. Standar *Global Reporting Initiative* (GRI) 2021 yang berlaku sebagai acuan internasional (*with reference*).

KAI presents this Sustainability Report as part of its accountability to all stakeholders, covering economic, social, and environmental aspects, as well as disclosures on sustainability governance across KAI and its subsidiaries. **[GRI 2-2]**

The Sustainability Report is integrated into the Annual Report as a dedicated section. It has been prepared in accordance with the following frameworks:

1. Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies.
2. Financial Services Authority Circular No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports for Issuers and Public Companies.
3. Sustainable Development Goals (SDGs).
4. Global Reporting Initiative (GRI) Standards 2021 that are applicable as international benchmark using "with reference" option.

Pengungkapan yang ada di Laporan Keberlanjutan ini mencakup laporan KAI dan seluruh anak Perusahaannya selama tahun 2024, mulai dari 1 Januari 2024–31 Desember 2024 dan menjadi Laporan Keberlanjutan ke-11 (sebelas) sejak pertama kali KAI melaporkan Laporan Keberlanjutan pada tahun 2014. Laporan Keberlanjutan ini telah disetujui oleh Direksi dan dimuat dalam Laporan Tahunan KAI 2024 sebagai bagiannya yang dipublikasikan dalam edisi cetak dan elektronik pada situs web resmi KAI, yaitu www.kai.id. **[GRI 2-3]**

Dalam penyajiannya, KAI terus berbenah dari waktu ke waktu untuk memperbaiki kualitas penulisan laporan maupun akurasi data sebagai bentuk transparansi tata kelola perusahaan. Pada laporan ini, terdapat data yang disajikan kembali yang ditandai dengan keterangan pada data dimaksud. Selama tahun 2024, KAI tidak menerima umpan balik atas Laporan Keberlanjutan 2023. **[GRI 2-4]**

Laporan Keberlanjutan ini diharap bisa menjadi parameter para pemangku kepentingan dalam mempelajari serta memberikan penilaian dari pelaksanaan kinerja keberlanjutan untuk tahun 2024. Perusahaan selalu berkomitmen untuk terus meningkatkan kualitas penulisan laporan secara kontinyu melalui mekanisme timbal balik yang positif dengan melibatkan pemangku kepentingan. Untuk itu, kami membuka diri untuk seluruh pihak apabila terdapat saran atau kritik yang ingin disampaikan melalui:

Kontak KAI **[GRI 2-3]**

PT Kereta Api Indonesia (Persero)

Alamat : Jalan Perintis Kemerdekaan No. 1,
Bandung 40117 PO Box 1163 Bandung
40000, Indonesia

Telp : (022) 4230031, 4230039, 4230054

Fax : (022) 4203342 ext. 10039

E-mail : dokumen@kai.id

Media Sosial

WhatsApp : 0811-1211-1121

Facebook : Kereta Api Kita, KAI121 X

(Twitter) : @Kereta Apikita, @kai121

Instagram : @Kereta Apikita, @kai121_

Youtube : Kereta Api Kita

TikTok : @kai121_

Podcast : Sahabat KAI

This Sustainability Report covers PT KAI and its subsidiaries for the 2024 reporting period (January 1 – December 31, 2024) and marks the 11th edition since KAI first published its Sustainability Report in 2014. The report has been approved by the Board of Directors and included in the KAI's 2024 Annual Report, available in both print and digital formats on KAI's official website: www.kai.id. **[GRI 2-3]**

In its preparation, PT KAI continuously strives to enhance report quality and data accuracy as part of its commitment to transparent corporate governance. Some data presented in this report has been restated, with corresponding annotations. Throughout 2024, PT KAI did not receive any formal feedback on its 2023 Sustainability Report. **[GRI 2-4]**

This report is intended to serve as a benchmark for stakeholders in assessing PT KAI's sustainability performance for 2024. The Company remains committed to improving reporting quality through ongoing engagement and constructive feedback from stakeholders. We welcome input from all parties and invite suggestions or critiques via:

KAI Contact **[GRI 2-3]**

PT Kereta Api Indonesia (Persero)

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TOPIK MATERIAL

Proses Penentuan Topik Material [GRI 3-1]

KAI memahami kegiatan operasionalnya dapat menimbulkan dampak bagi lingkungan dan masyarakat. Secara signifikan, industri kereta api dapat meningkatkan konektivitas, peningkatan mobilitas, pertumbuhan ekonomi lokal, dan berkurangnya polusi udara. Namun di sisi lain, industri kereta api dapat memunculkan dampak terhadap masalah lingkungan dan sosial, seperti pelepasan emisi gas rumah kaca dan potensi konflik dengan masyarakat setempat.

Atas dasar pemahaman tersebut, Perseroan mengidentifikasi dan memprioritaskan isu-isu yang paling signifikan terkait dengan dampak perusahaan terhadap lingkungan, sosial, dan ekonomi. Pada tanggal 5-19 Februari 2024 KAI melakukan perubahan terhadap topik material agar sesuai dengan perkembangan bisnis Perseroan. Penentuan topik material yang dilakukan dengan melibatkan penanggung jawab penyusunan Laporan Berkelanjutan yang bekerjasama dengan tim penyusun (eksternal), serta melibatkan sejumlah divisi.

Merujuk pada pedoman GRI Standar 2021, KAI melakukan empat langkah penentuan topik material sebagai berikut:

1. Memahami Konteks Keberlanjutan KAI

Pada 15-19 Februari 2024, PT Kereta Api Indonesia (KAI) menyelenggarakan Focus Group Discussion (FGD) sebagai bagian dari upaya strategis untuk mengidentifikasi dimensi-dimensi keberlanjutan yang mencakup aktivitas operasional, hubungan bisnis, keterlibatan pemangku kepentingan, serta konteks keberlanjutan dari seluruh entitas anak perusahaan, termasuk pihak dengan kepentingan minoritas. Kegiatan ini melibatkan partisipasi berbagai divisi terkait, antara lain Divisi Komunikasi, Sumber Daya Manusia, Hubungan Investor, Hukum dan Kepatuhan, Pemasaran dan Penjualan, Pengadaan, serta Pengembangan Produk.

2. Mengidentifikasi Dampak Aktual dan Potensial

Dalam tahap ini, KAI berupaya melakukan identifikasi atas dampak-dampak yang telah terjadi (aktual), baik yang bersifat positif maupun negatif, serta dampak-dampak potensial yang mungkin muncul dalam jangka pendek, menengah, maupun Panjang. KAI juga melakukan pemetaan terhadap dampak yang diharapkan dan tidak, serta dampak yang dapat dipulihkan dan tidak. Proses identifikasi ini dilaksanakan melalui pengumpulan perspektif dari berbagai pemangku kepentingan, termasuk masukan dari pihak konsultan dan akademisi, yang dihimpun melalui survei dalam bentuk kuesioner.

MATERIAL TOPICS

Determining Content and Material Topics [GRI 3-1]

KAI recognizes that its operational activities may have environmental and social impacts. Significantly, the railway industry can enhance connectivity, improve mobility, drive local economic growth, and reduce air pollution. However, it may also generate environmental and social challenges, such as greenhouse gas emissions and potential conflicts with local communities.

Based on this understanding, the Company identifies and prioritizes the most significant issues related to its environmental, social, and economic impacts. From February 5-19, 2024, KAI revised its material topics to align with the Company's business developments. The materiality assessment was conducted in collaboration with the team responsible for preparing the Sustainability Report (including external contributors) and involved multiple divisions.

In accordance with the GRI Standards 2021 guidelines, KAI carried out a four-step materiality determination process as follows:

1. Understanding KAI's Sustainability Context

From February 15 to 19, 2024, PT Kereta Api Indonesia (KAI) organized a Focus Group Discussion (FGD) as part of its strategic efforts to identify sustainability dimensions, including operational activities, business relationships, stakeholder engagement, and the sustainability context across all subsidiary entities, including minority interests. This initiative involved the participation of various relevant divisions, such as the Communications Division, Human Resources, Investor Relations, Legal and Compliance, Marketing and Sales, Procurement, and Product Development.

2. Identifying Actual and Potential Impacts

During this phase, KAI worked to identify both actual impacts (whether positive or negative) and potential impacts that may arise in the short, medium, or long term. The Company also mapped out expected versus unexpected impacts, as well as reversible versus irreversible ones. This identification process was conducted by gathering perspectives from multiple stakeholders, including input from consultants and academics, collected through questionnaire-based surveys.

Seluruh dampak yang diidentifikasi mengacu pada ketentuan dalam Standar GRI 2021 Konsolidasi, dan Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tahun 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Dampak aktual dan potensial (topik material) yang berhasil diidentifikasi sebanyak 16 material, meliputi:

All identified impacts align with the provisions of the GRI 2021 Consolidated Standards and Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies. A total of 16 material actual and potential impacts were identified, covering:

Aspek Ekonomi / Economic Aspect	Aspek Lingkungan / Environment Aspect	Aspek Sosial / Social Aspect	Aspek Tata Kelola / Governance Aspect
- Kinerja Ekonomi / Economic Performance - Transparansi Pajak / Tax Transparency - Keberadaan Pasar / Market Presence	- Energi / Energy - Air dan Efluen / Water and Effluents - Limbah / Waste - Emisi / Emissions - Material ramah lingkungan / Environmentally Friendly Materials - Keanekaragaman Hayati / Biodiversity	- Kesehatan dan Keselamatan Kerja (K3) / Occupational Health and Safety (OHS) Compliance - Pengembangan dan Kesejahteraan Pekerja / Employee Development and Welfare - Keselamatan Pelanggan / Customer Safety - Pemberdayaan Masyarakat Sekitar / Community Empowerment	- Kepatuhan dan Etika Bisnis / Business Ethics - Teknologi Informasi Digital / Digital Information Technology - Rantai Pasok Berkelanjutan / Sustainable Supply Chain

3. Menilai Signifikansi Dampak

Berdasarkan hasil identifikasi topik material, KAI melanjutkan proses dengan melakukan penilaian terhadap tingkat signifikansi dampak dari masing-masing topik, bekerja sama dengan konsultan dan kalangan akademisi. Penilaian terhadap dampak negatif dilakukan dengan mempertimbangkan tingkat keparahan yang mencakup skala, ruang lingkup, serta konsekuensi yang bersifat tidak dapat dipulihkan, disertai dengan analisis terhadap kemungkinan terjadinya dampak tersebut di masa mendatang. Selain itu, signifikansi dampak negatif juga dianalisis berdasarkan potensi pelanggaran terhadap Hak Asasi Manusia (HAM). Sementara itu, penilaian signifikansi untuk dampak positif dilakukan dengan memperhatikan skala dan cakupan pengaruh, serta kemungkinan terjadinya dampak tersebut dalam periode tertentu.

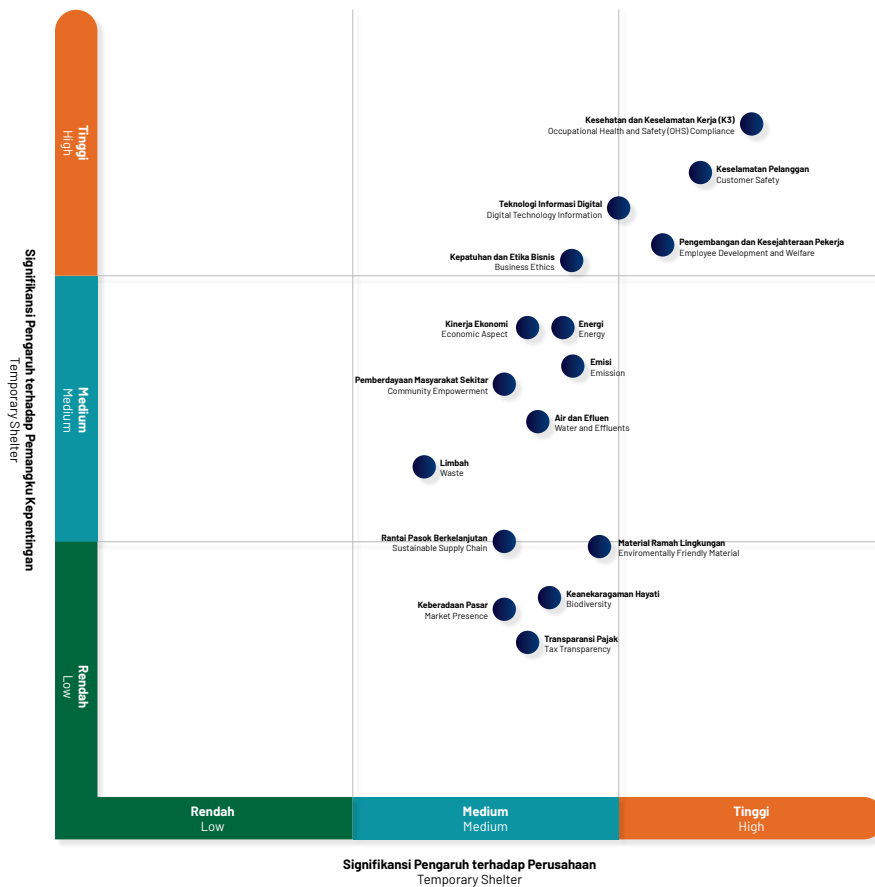
Proses penilaian ini dilaksanakan melalui penyebaran kuesioner kepada para pemangku kepentingan, baik dari lingkungan internal Perusahaan maupun eksternal. Hasil dari tahap ini adalah asesmen signifikansi dampak yang dirumuskan sebagai berikut:

3. Assessing Impact Significance

Based on the material topics identification results, KAI proceeded to evaluate the significance level of each impact in collaboration with consultants and academic experts. For negative impacts, the assessment considered severity levels encompassing scale, scope, and irremediable consequences, along with an analysis of the likelihood of future occurrence. Additionally, the significance of negative impacts was evaluated based on potential human rights violations. For positive impacts, significance assessment examined the scale and breadth of influence, as well as the probability of these impacts materializing within a specific timeframe.

This evaluation process was conducted through stakeholder questionnaires distributed to both internal and external parties. The outcome of this stage was an impact significance assessment formulated as follows:

Meningkatkan Konektivitas Mengkatalisasi Transformasi Berkelanjutan bagi Negeri
Enhancing Connectivity, Catalyzing Sustainable Transformation for The Nation



4. Memprioritaskan Dampak Paling Signifikan untuk Pelaporan

KAI telah mengelompokkan dampak paling signifikan yang mencakup beberapa topik sesuai dengan kategori yang terkait aktivitas bisnis, pemangku kepentingan, jenis hubungan bisnis, atau sumber daya ekonomi atau lingkungan. Berdasarkan asesmen signifikansi dampak, KAI memprioritaskan 10 topik material dengan signifikansi dampak yang tinggi, mencakup:

1. Kesehatan dan Keselamatan Kerja
2. Keselamatan Pelanggan
3. Pengembangan dan Kesejahteraan Pekerja
4. Teknologi Informasi Digital
5. Kepatuhan dan Etika Bisnis
6. Energi
7. Kinerja Ekonomi
8. Pemberdayaan Masyarakat Sekitar
9. Air dan Effluen
10. Limbah
11. Emisi

4. Assessing Impact Significance

KAI has grouped the most significant impacts, encompassing several topics according to categories related to business activities, stakeholders, types of business relationships, or economic or environmental resources. Based on the impact significance assessment, KAI prioritized 10 material topics with high impact significance, including:

1. Occupational Health and Safety
2. Customer Safety
3. Employee Development and Welfare
4. Digital Information Technology
5. Compliance and Business Ethics
6. Energy
7. Economic Performance
8. Community Empowerment
9. Water and Effluents
10. Waste
11. Emission

KAI bekerja sama dengan pihak-pihak terkait baik dari dalam maupun luar perusahaan untuk melaksanakan uji materialitas dan menyusun daftar topik yang dianggap penting bagi organisasi. Sekretaris Perusahaan bertugas memastikan bahwa seluruh topik material telah terpenuhi. Dewan Komisaris dan Direksi selaku badan tata kelola Perusahaan turut terlibat memberikan persetujuan sebelum Laporan Keberlanjutan ini diterbitkan. [GRI 2-14]

Lebih lanjut, KAI menilai, topik material yang disajikan pada Laporan Keberlanjutan ini masih dinilai relevan dengan kondisi bisnis Perseroan. Dengan demikian, tidak terdapat perubahan yang signifikan dalam topik material dibandingkan dengan laporan tahun sebelumnya.

KAI collaborates with relevant internal and external stakeholders to conduct materiality assessments and compile a list of topics deemed critical to the organization. The Corporate Secretary is responsible for ensuring that all material topics have been adequately addressed. The Board of Commissioners and Board of Directors, as the Company's governing body, are also involved in providing approval before this Sustainability Report is published. [GRI 2-14]

Furthermore, KAI assesses that the material topics presented in this Sustainability Report remain relevant to the Company's business conditions. As such, there are no significant changes in material topics compared to the previous year's report.

Daftar Topik Material [GRI 3-2, 3-3]

List of Material Topics [GRI 3-2, 3-3]

Topik Material / Material Topic	Isu Utama / Key Issues	Pemangku Kepentingan yang Terdampak / Impacted Stakeholders	Alasan Mengapa Material / Reason for Materiality	Keterlibatan Perseroan / Company Involvement	TPB / SDGs
Kesehatan dan Keselamatan Kerja [GRI 403] / Occupational Health and Safety [GRI 403]	- Sistem manajemen keselamatan dan kesehatan kerja / Occupational health and safety management system - Layanan kesehatan yang dimiliki Perseroan / Health services provided by the Company - Partisipasi, konsultasi, dan komunikasi pekerja pada kesehatan dan keselamatan kerja / Employee participation, consultation, and communication on occupational health and safety - Pelatihan pekerja tentang kesehatan dan keselamatan kerja / Employee training on occupational health and safety - Peningkatan kualitas kesehatan pekerja / Improving employee health quality - Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis / Prevention and mitigation of occupational health and safety impacts directly related to business relationships - Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja / Employees covered by the occupational health and safety management system - Kecelakaan kerja yang terjadi pada periode pelaporan / Work accidents occurring during the reporting period - Penyakit akibat kerja yang dialami oleh pekerja Perseroan / Occupational diseases experienced by Company employees	- Pekerja / Employees - Mitra Kerja / Business Partners - Masyarakat / Community - Regulator / Regulators	Kesehatan dan keselamatan kerja merupakan prioritas utama dalam industri perkeretaapian karena tingginya risiko kecelakaan kerja yang dapat menyebabkan cedera serius atau kematian. Lingkungan kerja yang aman dan sehat tidak hanya melindungi pekerja, tetapi juga meningkatkan produktivitas dan moral kerja. / Occupational health and safety is a top priority in the railway industry because of the high risk of work accidents which can cause serious injury or death. A safe and healthy work environment not only protects employees, but also increases productivity and morale.	Perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman dan sehat melalui pelatihan K3 yang berkelanjutan, pemantauan dan evaluasi risiko secara rutin, serta penerapan standar keselamatan internasional di semua operasional. / The Company is committed to creating a safe and healthy work environment through continuous OHS training, regular risk monitoring and evaluation, and implementation of international safety standards in all operations.	

Topik Material / Material Topic	Isu Utama / Key Issues	Pemangku Kepentingan yang Terdampak / Impacted Stakeholders	Alasan Mengapa Material / Reason for Materiality	Keterlibatan Perseroan / Company Involvement	TPB / SDGs
Keselamatan Pelanggan [GRI 416] / Customer Safety [GRI 416]	- Dampak Kesehatan dan keselamatan dari berbagai kategori produk dan jasa, / Health and safety impacts of various product and service categories - Insiden ketidakpatuhan sehubungan dengan dampak Kesehatan dan keselamatan dari produk dan jasa / Incidents of non-compliance concerning the health and safety impacts of products and services	- Pekerja / Employees - Mitra Kerja / Business Partners - Masyarakat / Community - Regulator / Regulators	Keselamatan pelanggan merupakan aspek krusial dalam layanan perkeretaapian, karena insiden keselamatan dapat berpengaruh pada reputasi dan kepercayaan publik terhadap Perusahaan. / Customer safety is a crucial aspect in railway services, because safety incidents can affect the reputation and public trust in the Company.	Perseroan berkomitmen untuk menyediakan transportasi yang aman dan andal dengan melakukan inspeksi rutin terhadap kereta dan infrastruktur, serta mengedukasi pelanggan tentang protokol keselamatan. / The Company is committed to providing safe and reliable transportation by conducting regular inspections of trains and infrastructure, as well as educating customers about safety protocols.	 
Pengembangan dan Kesejahteraan Pekerja [GRI 401, 402, 404, 405, 406, 407] / Employee Development and Welfare [GRI 401, GRI 402, GRI 404, GRI 405, GRI 406, GRI 407]	Kepegawaian / Manpower - Perekrutan pekerja baru dan pergantian pekerja / Recruitment and employee turnover - Tunjangan yang diberikan kepada pekerja purnawaktu yang tidak diberikan kepada pekerja pada kurun waktu tertentu atau paruh waktu / Benefits provided to full-time employees that are not provided to temporary or parttime employees Hubungan Tenaga Kerja / Labor Relations - Periode pemberitahuan minimum terkait perubahan operasional / Minimum notice periods regarding operational changes Pelatihan dan Pendidikan / Training and Education - Informasi terkait rata-rata jam pelatihan per tahun per pekerja / Information on the average hours of training per year per employee - Program untuk meningkatkan keterampilan pekerja dan program bantuan peralihan menjelang pension / Programs to upgrade employee skills and transition assistance programs before retirement - Persentase pekerja yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir / Percentage of employees receiving regular performance and career development reviews Keanekaragaman dan Peluang Setara / Diversity and Equal Opportunity - Keanekaragaman badan tata kelola dan pekerja / Diversity of governance bodies and employees - Rasio gaji pokok dan remunerasi / Ratio of basic salary and remuneration Praktik Non Diskriminatif / Non-Discriminatory Practices - Insiden diskriminasi dan tindakan perbaikan yang dilakukan / Incidents of discrimination and corrective actions taken Kebebasan Berserikat dan Perundingan Kolektif / Freedom of Association and Collective Bargaining - Operasi dan pemasok di mana hak kebebasan berserikat dan perundingan kolektif mungkin berisiko / Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	- Pekerja / Employees - Mitra Kerja / Business Partners - Masyarakat / Community - Regulator / Regulators	Pengembangan dan kesejahteraan pekerja merupakan kunci untuk meningkatkan produktivitas dan retensi pekerja. Aspek ini juga memastikan penegakan hak asasi manusia, keragaman, dan kesetaraan. / Employee development and wellbeing is key to increasing employee productivity and retention. This aspect also ensures the upholding of human rights, diversity and equality.	Perseroan berkomitmen untuk menyediakan program pelatihan dan pengembangan karir, menawarkan paket kesejahteraan yang komprehensif, serta menciptakan lingkungan kerja yang inklusif dan suportif. / The Company is committed to providing training and career development programs, offering comprehensive welfare packages, and creating an inclusive and supportive work environment.	   

Topik Material / Material Topic	Isu Utama / Key Issues	Pemangku Kepentingan yang Terdampak / Impacted Stakeholders	Alasan Mengapa Material / Reason for Materiality	Keterlibatan Perseroan / Company Involvement	TPB / SDGs
Teknologi Informasi Digital [GRI 418] / Digital Information Technology [GRI 418]	Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan / Complaints based on violations of customer privacy and loss of customer data	- Pekerja / Employees - Mitra Kerja / Business Partners - Masyarakat / Community	Teknologi informasi digital dapat meningkatkan efisiensi operasional, keamanan, dan kenyamanan pelanggan. Penerapan teknologi terbaru juga memungkinkan Perusahaan untuk tetap kompetitif dalam industri yang berkembang pesat. / Digital information technology can improve operational efficiency, security and customer comfort. Implementing the latest technology also allows the Company to remain competitive in a rapidly growing industry.	Perseroan terus berkomitmen untuk mengadopsi dan mengintegrasikan teknologi digital ke dalam operasional Perusahaan, seperti sistem manajemen transportasi pintar, aplikasi mobile untuk pelanggan, dan infrastruktur IT yang aman dan andal. / The Company is committed to continuing to adopt and integrate digital technology in operations, such as smart transportation management systems, mobile applications for customers, and safe and reliable IT infrastructure.	
Kepatuhan dan Etika Bisnis – Anti Korupsi / Compliance and Business Ethics – Anti-Corruption	- Operasi-operasi yang dinilai memiliki risiko terkait korupsi / Operations assessed to have corruption-related risks - Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi / Communication and training on anti-corruption policies and procedures - Insiden korupsi yang terbukti dan Tindakan yang diambil / Proven incidents of corruption and actions taken	- Pemegang Saham / Shareholders - Regulator / Regulators - Pekerja / Employees - Media Massa / Mass Media - Pemerintah / Government	Kepatuhan terhadap hukum dan regulasi serta penerapan etika bisnis yang tinggi adalah dasar dari operasi Perusahaan yang berkelanjutan. Hal ini dapat menghindarkan Perusahaan dari risiko hukum dan meningkatkan reputasi Perusahaan. / Compliance with laws and regulations and the implementation of high business ethics are the basis of sustainable company operations. This avoids legal risks and improves the Company's reputation.	Perseroan berkomitmen untuk mematuhi seluruh peraturan dan juga standar yang ada, serta menerapkan kode etik bisnis yang ketat ke dalam seluruh aspek operasional. / The Company is committed to complying with all applicable regulations and standards, as well as implementing a strict code of business ethics in all aspects of its operations.	
Energi [GRI 302] / Energy [GRI 302]	- Konsumsi energi dalam organisasi / Energy consumption within the organization - Konsumsi energi di luar organisasi / Energy consumption outside the organization - Intensitas energi / Energy intensity - Pengurangan konsumsi energi / Reduction in energy consumption - Pengurangan pada energi yang dibutuhkan untuk produk dan jasa / Reduction in energy required for products and services	- Pekerja / Employees - Masyarakat / Community - Regulator / Regulators - Mitra kerja / Business Partners	Pengelolaan energi yang efisien bukan hanya mengurangi biaya operasional, namun dapat mengurangi dampak lingkungan yang dihasilkan dari operasional Perusahaan. / Efficient energy management not only reduces operational costs but also reduces the environmental impact of company operations.	Perseroan berkomitmen untuk selalu meningkatkan efisiensi energi melalui penggunaan teknologi yang hemat energi dan mempraktikkan operasional yang berkelanjutan. / The Company is committed to increasing energy efficiency through the use of energy-saving technology and sustainable operational practices.	
Kinerja Ekonomi [GRI 201] / Economic Performance [GRI 201]	- Nilai ekonomi langsung yang dihasilkan dan juga didistribusikan oleh Perusahaan / Direct economic value generated and distributed by the Company - Kewajiban program pensiun manfaat pasti dan program pensiun lainnya / Defined benefit pension plan obligations and other pension plans - Bantuan keuangan yang diterima Perusahaan dari Pemerintah / Financial assistance received by the Company from the Government	- Pemegang Saham / Shareholders - Regulator / Regulators - Pekerja / Employees - Kreditur / Creditors - Mitra kerja / Business Partners	Kinerja ekonomi yang kuat menjadi dasar untuk Perusahaan tumbuh secara berkelanjutan. Hal ini juga memungkinkan investasi lebih lanjut dalam infrastruktur, teknologi, dan sumber daya manusia. / Strong economic performance is the basis for the Company's long-term growth and sustainability. This allows further investment in infrastructure, technology and human resources.	Perseroan berkomitmen untuk mencapai kinerja ekonomi yang solid melalui strategi bisnis yang efektif, manajemen risiko yang baik, dan investasi dalam inovasi dan infrastruktur. / The Company is committed to achieving solid economic performance through effective business strategies, good risk management, and investment in innovation and infrastructure.	

Topik Material / Material Topic	Isu Utama / Key Issues	Pemangku Kepentingan yang Terdampak / Impacted Stakeholders	Alasan Mengapa Material / Reason for Materiality	Keterlibatan Perseroan / Company Involvement	TPB / SDGs
Pemberdayaan Masyarakat Sekitar [GRI 413] / Community Development [GRI 413]	- Operasi dengan keterlibatan masyarakat setempat, penilaian dampak, dan program pengembangan / Operations with involvement local communities, impact assessments, and programs development - Operasi yang secara actual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat setempat / Operations that actually and have the potential to have significant negative impacts towards the local community	- Pekerja / Employees - Masyarakat / Community - Mitra Kerja / Business Partners	Masyarakat sekitar yang adahidup di sekitar wilayah operasional Perusahaan merupakan pemangku kepentingan yang penting pengaruhnya kepada operasional Perusahaan. P e m b e r d a y a a n masyarakat membantu membangun hubungan yang baik dan memastikan keberlanjutan sosial. / The surrounding community is an important stakeholder who is affected by company operations. Community empowerment helps build good relationships and ensure social sustainability.	Perseroan berkomitmen untuk terus berkontribusi pada Pembangunan sosial dan ekonomi masyarakat sekitar melalui program CSR, kemitraan local, dan investasi sosial. / The Company is committed to contributing to the social and economic development of surrounding communities through CSR programs, local partnerships and social investment.	  
Air dan Efluen [GRI 303] / Water and Effluent [GRI 303]	- Interaksi dengan air sebagai sumber daya Bersama / Interaction with water as a shared resource - Manajemen dampak yang berkaitan dengan pembuangan air / Management of impacts related to water discharge - Pengambilan air / Water withdrawal - Pembuangan air / Water disposal - Konsumsi air / Water consumption		Pengelolaan air dan efluen yang baik penting untuk mencegah polusi dan dampak negatif terhadap lingkungan sekitar serta memastikan kepatuhan terhadap regulasi lingkungan. / Good water and effluent management is important to prevent pollution and negative impacts on the surrounding environment and ensure compliance with environmental regulations.	Perseroan berkomitmen untuk mengelola penggunaan air dan pembuangan efluen dengan bijak melalui penerapan teknologi pengolahan air dan pemantauan kualitas air secara rutin / The Company is committed to managing water use and effluent disposal wisely through the application of water treatment technology and regular monitoring of water quality.	
Limbah [GRI 306] / Waste [GRI 306]	- Timbulan sampah dan dampak signifikan terkait sampah / Generation of waste and significant impacts related to waste - Pengelolaan dampak signifikan terkait limbah / Management of significant impacts related to waste - Limbah yang dihasilkan / Waste generated - Limbah dialihkan dari pembuangan / Water is diverted from disposal - Limbah diarahkan ke pembuangan / Waste is directed to disposal	- Pekerja / Employees - Masyarakat / Community - Pemerintah / Government - Mitra Kerja / Business Partners - Pemasok / Suppliers	Pengelolaan limbah yang efektif penting untuk mencegah pencemaran lingkungan dan memastikan kepatuhan terhadap regulasi lingkungan. / Effective waste management is important to prevent environmental pollution and ensure compliance with environmental regulations.	Perseroan berkomitmen untuk mengurangi, mendaur ulang, dan mengelola limbah secara bertanggung jawab melalui program pengelolaan limbah yang komprehensif. / The Company is committed to reducing, recycling and managing waste responsibly through a comprehensive waste management program.	
Emisi [GRI 305] / Emission [GRI 305]	- Emisi GRK langsung [Cakupan 1] / Direct GHG emissions [Scope 1] - Emisi GRK tidak langsung [Cakupan 2] / Indirect GHG emissions [Scope 2] - Emisi GRK tidak langsung lainnya [Cakupan 3] / Other indirect GHG emissions [Scope 3] - Intensitas emisi GRK / GHG emissions intensity - Pengurangan emisi GRK / GHG emissions reductions	- Masyarakat / Community - Regulator / Regulators - Pemerintah / Government - Media Massa / Mass Media - Investor / Investors	Sebagai transportasi massal, KAI menghasilkan emisi GRK yang signifikan dan berkontribusi kepada perubahan iklim. Perubahan iklim dapat menyebabkan kondisi cuaca yang berimplikasi pada operasional seperti banjir atau longsor. / As a mass transportation, KAI produces significant GHG emissions and contributes to climate change. Climate change can cause weather conditions that have implications for operations such as floods or landslides.	Perseroan berkomitmen untuk mengurangi emisi yang dihasilkan melalui penggunaan teknologi rendah emisi, solar panel, pemakaian biosolar, dan praktik operasional yang berkelanjutan. / The Company is committed to reducing emissions through the use of low-emission technology, solar panels, use of biodiesel, and sustainable operational practices.	

Inisiatif Keberlanjutan KAI

KAI Sustainability Initiative

Visi, Misi, Nilai Keberlanjutan [OJK C.1]

Visi

Menjadi perusahaan yang memberikan manfaat tinggi bagi masyarakat, lingkungan dan pemangku kepentingan melalui peningkatan aktivitas Program Kemitraan Bina Lingkungan (PKBL) dan Community Relation (CR).

Misi

- Berperan aktif dalam mewujudkan peningkatan kualitas hidup dan kemandirian masyarakat serta kelestarian lingkungan.
- Membangun citra positif dan sinergi perusahaan dengan pemangku kepentingan guna terciptanya situasi kondusif bagi operasional perusahaan yang berkelanjutan.

Nilai Keberlanjutan

Memberikan kontribusi nyata dalam pembangunan dan peningkatan kualitas hidup masyarakat serta lingkungan, sehingga masyarakat dapat menjadi mitra sejati dalam menciptakan situasi kondusif bagi kelangsungan usaha perusahaan.

Kebijakan Keberlanjutan KAI

KAI Sustainability Policy

PT Kereta Api Indonesia (Persero) telah menyusun Kebijakan Keberlanjutan sebagai upaya untuk memastikan kinerja keberlanjutan Perseroan berjalan sesuai dengan visi dan misi KAI. Kebijakan ini dirancang sebagai bentuk kepatuhan Perseroan terhadap kepatuhan terhadap Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, aspirasi pemegang saham, dan peraturan perundang-undangan yang berlaku.

Melalui kebijakan ini, PT Kereta Api Indonesia (Persero) berupaya menciptakan nilai jangka panjang bagi para pemangku kepentingan dengan mengadopsi praktik keberlanjutan yang komprehensif dan relevan. Kelajakan ini mencerminkan komitmen PT Kereta Api (Persero) dalam mengintegrasikan aspek *Environmental*, *Social*, dan *Governance* (ESG) dalam setiap aktivitas operasional PT Kereta Api Indonesia (Persero) mendukung keberlanjutan, transparansi, dan pengembangan sumber daya manusia di dalam organisasi.

Vision, Mission, Value of Sustainability [OJK C.1]

Vision

To be a company that provides high benefits for society, the environment, and stakeholders through the enhancement of Partnership and Community Development Programs (PKBL) and Community Relations (CR) activities.

Mission

- Actively contribute to improving the quality of life and the self-reliance of communities as well as environmental sustainability.
- Build a positive image and synergy of the company with stakeholders to create a conducive environment for sustainable company operations.

Sustainability Value

Providing real contributions to the development and improvement of the quality of life of communities and the environment, enabling the community to become true partners in creating a conducive environment for the Company's business continuity.

PT Kereta Api Indonesia (Persero) developed Sustainability Policy to ensure the Company's sustainability performance aligns with KAI's vision and mission. This policy is designed to demonstrate the Company's compliance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, shareholder aspirations, and applicable laws and regulations.

Through this policy, PT Kereta Api Indonesia (Persero) strives to create long-term value for stakeholders by adopting comprehensive and relevant sustainability practices. This policy reflects PT Kereta Api Indonesia (Persero)'s commitment to integrating Environmental, Social, and Governance (ESG) aspects in all operational activities, while supporting sustainability, transparency, and human resource development within the organization.

Sebagai wujud kontribusi terhadap *Sustainable Development*, kebijakan ini berfungsi sebagai landasan strategis yang akan terus mengarahkan PT Kereta Api Indonesia (Persero) menuju masa depan yang lebih berkelanjutan dengan komitmen sebagai berikut:

1. Pada Aspek Lingkungan – *Environmental (E)*

- a. Mengurangi emisi gas rumah kaca, emisi gas non-rumah kaca, limbah, dan efluen, serta menggunakan sumber daya alam atau energi secara lebih efisien;
- b. Memitigasi risiko fisik terkait potensi bencana alam serta risiko transisi yang berkaitan dengan peraturan, reputasi, dan pasar akibat dari perubahan iklim dengan mengadopsi dan mengintegrasikannya dalam strategi dan operasi;
- c. Mengelola dan memitigasi dampak proyek dan aktivitas terhadap lingkungan termasuk potensi terjadinya kelangkaan air;
- d. Mengelola lingkungan, air, sumber daya alam, dan energi melalui penetapan target serta sistem pengelolaan lingkungan yang akan dipantau dan ditingkatkan secara berkala;
- e. Melestarikan dan mendukung keberlanjutan keanekaragaman hayati yang terdampak oleh kegiatan operasional dengan tujuan mencapai '*net positive impact*', termasuk mengelola dan memitigasi dampak proyek serta aktivitas terhadap keanekaragaman hayati, menghindari kegiatan operasional di kawasan dengan keanekaragaman hayati tinggi, dan memastikan aspek keanekaragaman hayati diperhitungkan dalam perencanaan dan operasi proyek untuk mendukung ketahanan ekosistem planet,
- f. Menghindari kegiatan operasional Perseroan di wilayah yang memiliki status lindung dan wilayah dengan tingkat konservasi yang tinggi serta menghindari kegiatan yang dapat menyebabkan deforestasi dan mengambil langkah-langkah pencegahan yang diperlukan untuk melindungi kawasan hutan; dan
- g. Menyediakan dan mendukung akses energi hijau sebagai bagian dari tanggap jawab dalam transisi iklim nasional dan Perseroan berperan sebagai teladan dalam penerapan sistem manajemen lingkungan secara menyeluruh.

As a contribution to Sustainable Development Goals, this policy serves as a strategic foundation that will continue to guide PT Kereta Api Indonesia (Persero) towards a more sustainable future with the following commitments:

1. Environmental Aspect (E)

- a. Reducing greenhouse gas emissions, non-greenhouse gas emissions, waste, and effluent, and using natural resources and energy more efficiently;
- b. Mitigating physical risks related to potential natural disasters and transition risks associated with regulations, reputation, and markets due to climate change by adopting and integrating them into strategies and operations;
- c. Managing and mitigating the impact of projects and activities on the environment including potential water scarcity;
- d. Managing the environment, water, natural resources, and energy through target setting and an environmental management system that will be monitored and improved periodically;
- e. Preserving and supporting the sustainability of biodiversity affected by operational activities with the goal of achieving '*net positive impact*', including managing and mitigating the impact of projects and activities on biodiversity, avoiding operational activities in high biodiversity areas, and ensuring biodiversity aspects are considered in project planning and operations to support planetary ecosystem resilience;
- f. Avoiding Company operations in protected areas and areas with high conservation status, preventing activities that may cause deforestation, and taking necessary preventive measures to protect forest areas; and
- g. Providing and supporting access to green energy as part of the responsibility in national climate transition and the Company's role as an example in implementing a comprehensive environmental management system.



2. Pada Aspek Sosial – Social (S)

- a. Menjamin hak-hak dasar pekerja, mendukung pengembangan berkelanjutan, menerapkan perlakuan yang adil, mempromosikan keragaman, kesetaraan, dan inklusivitas di tempat kerja, dan mendorong kebijakan *respectful workplace* dalam seluruh operasional PT Kereta Api Indonesia (Persero);
- b. Memberikan pelatihan atau *awareness* kepada pekerja untuk 2/3 serta mengelola dampak operasional Perseroan terhadap lingkungan, sosial, dan tata kelola;
- c. Menerapkan standar tertinggi terkait kesehatan, keselamatan, dan lingkungan (K3L) untuk melindungi pekerja, kontraktor, dan masyarakat, serta meningkatkan kesadaran dalam mencegah kecelakaan dan menangani keadaan darurat di wilayah kerja KAI;
- d. Menghormati hak-hak masyarakat adat di wilayah operasional Perseroan, termasuk mempromosikan pembangunan sosial ekonomi, mendukung terpenuhinya hak-hak sosial ekonomi dan budaya, melindungi situs budaya, dan menghindari pemukiman dalam pemindahan. Pemukiman masyarakat masyarakat adat, dan
- e. Meningkatkan penggunaan tenaga kerja dan kontraktor lokasi sepanjang sesuai dengan kebutuhan operasional terutama melalui program pelatihan dan dukungan kepada usaha mikro, kecil, dan menengah (UMKM) serta pelaku ekonomi utama.

3. Pada Aspek Tata Kelola – Governance (G)

- a. Melaporkan dan memantau isu-isu kinerja lingkungan, sosial, dan tata kelola secara berkala sebagai upaya untuk mempertahankan transparansi dan akuntabilitas;
- b. Berkonsultasi dengan para pemangku kepentingan mengenai isu-isu lingkungan dan meningkatkan kesadaran masyarakat lokal sekitar tentang pengembangan pelibatan masyarakat guna meningkatkan kesejahteraan;
- c. Meningkatkan keterlibatan pemangku kepentingan dengan mengidentifikasi masyarakat serta kelompok rentan yang terdampak, merancang strategi keterlibatan, dan menyediakan mekanisme pengaduan untuk masyarakat, serta melakukan tindak lanjut atas aduan yang diterima;
- d. Meningkatkan keamanan informasi bagi pekerja, pelanggan, dan mitra kerja, termasuk melaksanakan *vulnerability assessment* dan *penetration test* secara berkala untuk memastikan perlindungan data;

2. Social Aspect (S)

- a. Ensuring basic worker rights, supporting sustainable development, implementing fair treatment, promoting diversity, equality, and inclusivity in the workplace, and encouraging respectful workplace policies in all PT Kereta Api Indonesia (Persero) operations;
- b. Providing training or awareness to workers to participate in and manage the operational impact of the Company on the environment, social aspects, and governance;
- c. Implementing the highest standards regarding occupational health, safety, and environment (HSE) to protect workers, contractors, and communities, as well as increasing awareness in preventing accidents and handling emergencies in KAI work areas;
- d. Respecting the rights of indigenous peoples in the Company's operational areas, including promoting socio-economic development, supporting the fulfillment of socio-economic and cultural rights, protecting cultural sites, and avoiding coercion in the relocation of indigenous communities; and
- e. Increasing the use of local workforce and contractors where appropriate to operational needs, especially through training programs and support for micro, small, and medium enterprises (MSMEs) and key economic actors.

3. Governance Aspect (G)

- a. Reporting and monitoring environmental, social, and governance performance issues periodically as an effort to maintain transparency and accountability;
- b. Consulting with stakeholders regarding environmental issues and increasing awareness of local communities about development and community engagement to improve welfare;
- c. Increasing stakeholder engagement by identifying affected communities and vulnerable groups, designing engagement strategies, and providing complaint mechanisms for communities, as well as following up on received complaints;
- d. Enhancing information security for workers, customers, and business partners, including conducting periodic vulnerability assessments and penetration tests to ensure data protection;

- e. Mempromosikan penyampaian produk dan layanan berkelanjutan kepada pelanggan;
- f. Menjunjung tinggi prinsip tata kelola perusahaan yang baik di seluruh aktivitas, meliputi menegakkan praktik anti-penyuapan, anti-korupsi, anti-fraud, dan benturan kepentingan dalam lingkungan Perseroan; dan
- g. Memastikan kepatuhan terhadap peraturan perundang-undangan terkait lingkungan, sosial, dan tata kelola yang berlaku.

- e. Promoting the delivery of sustainable products and services to customers;
- f. Upholding the principles of good corporate governance in all activities, including enforcing anti-bribery, anti-corruption, anti-fraud, and conflict of interest practices within the Company environment; and
- g. Ensuring compliance with applicable environmental, social, and governance laws and regulations.

Perseroan mendorong seluruh Insan Perseroan untuk menjalankan Kebijakan Keberlanjutan tersebut. Perseroan telah mengunggah Kebijakan Keberlanjutan di situs resmi KAI https://ppid.kai.id/media/konten/261_kebijakan_keberlanjutan.pdf, sehingga seluruh Insan Perseroan maupun mitra kerja KAI dapat memiliki pemahaman dan menjalankan Kebijakan Keberlanjutan tersebut.

The Company encourages all employees to implement this Sustainability Policy. The Company has uploaded the Sustainability Policy on the official KAI website at https://ppid.kai.id/media/konten/261_kebijakan_keberlanjutan.pdf, so that all employees and business partners of KAI can understand and implement this Sustainability Policy.

Strategi Keberlanjutan KAI [OJK A.1] [GRI 2-22]

KAI Sustainability Strategy [OJK A.1] [GRI 2-22]

Sebagai Badan Usaha Milik Negara (BUMN) yang menyediakan layanan transportasi perkeretaapian, PT Kereta Api Indonesia (KAI) berkomitmen untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Kereta api memiliki keunggulan kapasitas angkut yang lebih besar dibandingkan moda transportasi darat lainnya, serta lebih efisien dalam penggunaan bahan bakar dan menghasilkan emisi gas rumah kaca yang lebih rendah. KAI bertekad untuk turut berperan dalam upaya Indonesia menurunkan emisi karbon dan mencapai target *Net Zero Emission* pada tahun 2060. Untuk itu, KAI secara konsisten menerapkan praktik bisnis yang selaras dalam aspek ekonomi, lingkungan, sosial, dan tata kelola guna mewujudkan sistem transportasi yang berkelanjutan. Secara garis besar, strategi keberlanjutan KAI mencakup:

1. Penyediaan moda transportasi ramah lingkungan didukung oleh operasional yang efisien;
2. Inovasi layanan angkutan penumpang dan barang dengan mengedepankan teknologi dan kebutuhan pelanggan;
3. Pelaksanaan kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) secara konsisten dan berkesinambungan dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor : PER-1/MBU/03/2023 tanggal 03 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN.

As a State-Owned Enterprise (SOE) providing railway transportation services, PT Kereta Api Indonesia (KAI) is committed to supporting the achievement of Sustainable Development Goals (SDGs). Railways offer distinct advantages, including greater transport capacity compared to other land-based modes, superior fuel efficiency, and lower greenhouse gas emissions. KAI is determined to contribute to Indonesia's efforts in reducing carbon emissions and achieving its Net Zero Emission target by 2060. To realize sustainable transportation systems, KAI consistently implements business practices aligned with economic, environmental, social, and governance (ESG) principles. Our sustainability strategy encompasses:

1. Providing eco-friendly transportation supported by efficient operations;
2. Innovating passenger and freight services through technology and customer-centric solutions;
3. Consistently implementing Corporate Social and Environmental Responsibility (CSER) programs in accordance with Minister of SOEs Regulation No. PER-1/MBU/03/2023 dated March 3, 2023, regarding Special Assignments and SOEs' Social and Environmental Responsibility Programs.

Sebagai bentuk nyata dukungan Perseroan terhadap pencapaian Tujuan Pembangunan Berkelanjutan (TPB), sepanjang tahun 2024, KAI telah mengimplementasikan strategi keberlanjutan. Strategi keberlanjutan ini juga dijalankan untuk memperkuat arah strategi dan meningkatkan performa keberlanjutan KAI di masa depan. KAI telah menyusun peta jalan ESG 2024–2028 yang diselaraskan dengan *roadmap* transisi energi nasional. Mulai tahun 2024, pelaksanaan *roadmap* ESG ini akan menjadi fokus utama manajemen.

Throughout 2024, KAI has actively implemented these sustainability strategies to demonstrate our commitment to the SDGs while strengthening our strategic direction and enhancing future sustainability performance. We have developed an ESG Roadmap for 2024–2028, aligned with Indonesia's national energy transition roadmap. Starting in 2024, the execution of this ESG Roadmap will become management's primary focus.

Inisiatif/Kegiatan KAI dan Dukungan Terhadap TPB Tahun 2024

Initiatives/Activities of KAI and Support Towards Sustainable Development Goals (SDGs) in 2023

Strategi / Strategy	Inisiatif/Kegiatan KAI / KAI Initiatives/Activities	TPB / SDG
Penyediaan moda transportasi ramah lingkungan didukung oleh operasional yang efisien / Providing environmentally friendly transportation modes supported by efficient operations	Pelaksanaan uji terap B40 sektor kereta api / Implementation of B40 application tests in the railway sector	   
	Pemanfaatan biosolar B35 sebagai bahan bakar KA / Utilization of Biosolar B30 as train fuel	
	Pemanfaatan energi surya melalui pembangunan solar panel di 66 stasiun dan 5 Balai Yasa / Utilization of solar energy through the installation of solar panels at 66 stations and 5 Railway Workshops	
	Implementasi dan monitoring pembatasan penggunaan plastik dan kertas di lingkungan KAI Group / Implementation and monitoring of restrictions on the use of plastic and paper in the KAI Group environment	
	Perhitungan dan menu fitur <i>Carbon Footprint</i> untuk penumpang kereta api / Carbon Footprint calculation and feature menu for train passengers	
	<i>Pilot Project Green Building</i> dan sertifikasi EDGE / Green Building Pilot Project and EDGE certification	
Inovasi layanan angkutan penumpang dan barang dengan mengedepankan teknologi dan kebutuhan pelanggan / Innovating passenger and freight transport services by leveraging technology and customers' needs	LRT Jabodebek dan Kereta Cepat Jakarta Bandung (KCJB) Whoosh / Jabodebek LRT and Jakarta Bandung High-Speed Rail (KCJB) Whoosh	 
	Tersedianya Kereta <i>Panoramic</i> , Kereta Ekonomi <i>New Generation</i> , dan Kereta <i>Suite Class Compartment</i> / Introduction of Panoramic Train, New Generation Economy Class, and Suite Class Compartment	
	Penerapan teknologi face recognition dan peningkatan layanan Access by KAI / Implementation of face recognition technology and improvement of Access by KAI services	
	Layanan dan fasilitas KA yang ramah disabilitas / Disability-friendly train services and facilities	 
	Penyediaan <i>water station</i> di stasiun / Provision of water stations at stations	 

Strategi / Strategy	Inisiatif/Kegiatan KAI / KAI Initiatives/Activities	TPB / SDG
Pelaksanaan kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) / Implementation of Environmental and Social Responsibility activities	TJSL Pilar Sosial antara lain, KAI DungMas, KAI Sehat Sejahtera, KAI EduFriend, KAI Quick Respon, Mendukung Sosialisasi Keselamatan PERKA, Dukungan Kegiatan Anti Pelecehan/Kekerasan Wanita di atas KA, serta Program Rail Clinic dan Rail Library / Social Responsibility Pillars include KAI DungMas, KAI Sehat Sejahtera, Support for Train Travel Security, KAI EduFriend, Scholarships for SOE Foundation/ Education Assistance Collaboration Program, KAI Scholarships, and Support for Anti-Harassment/Violence Against Women Activities on Trains	    
	TJSL Pilar Lingkungan, antara lain KAI Pling/Peduli Lingkungan, KAI Sar-I/Sarana Ibadah, KAI Go Green, dan Bersih-Bersih Lingkungan / Environmental Responsibility Pillars include KAI Pling/Environmental Care, KAI Sar-I/ Worship Facilities, KAI Go Green, and Environmental Cleanup	 
	TJSL Pilar Ekonomi meliputi MiKA Hasanah, MiKA Go Global, MiKA Next Class, MiKA Creative Space, MiKA Exhibition, serta Pendanaan UMK yang disalurkan secara kolaboratif melalui PT Bank Rakyat Indonesia (Persero) Tbk / Economic Responsibility Pillars include MiKA Hasanah, MiKA Go Global, MiKA Next Class, MiKA Creative Space, MiKA Exhibition, and Collaborative Funding for SMEs through PT Bank Rakyat Indonesia (Persero) Tbk	
Meningkatkan lingkungan kerja yang aman, nyaman, sehat, dan kondusif keamanan / Improving a safe, comfortable, healthy and security-conducive working environment	Mendirikan fasilitas Rail Kids Daycare untuk pekerja KAI. Fasilitas ini memiliki kapasitas untuk 15 anak dengan rentang usia 3 bulan-3 tahun / Establishing Rail Kids Daycare facility for KAI employees, which has a capacity for 15 children with an age range of 3 months-3 years old	 
	Menerapkan Kebijakan Hak Asasi Manusia (HAM) / Implementing Human Rights Policy	 
	Penyusunan Contractor Safety Management System (CSMS) / Preparation of Contractor Safety Management System (CSMS)	 

Membangun Budaya Keberlanjutan [OJK F.1]

Building a Sustainability Culture [OJK F.1]

Dalam operasionalnya, KAI berkomitmen membangun budaya keberlanjutan di lingkungan internal melalui berbagai inisiatif, seperti kampanye penghematan energi dan program pembinaan yang terintegrasi dengan kegiatan sosial kemasyarakatan, salah satunya program KAI Peduli Lingkungan (KAI-Pling). Program ini merupakan bentuk kepedulian KAI terhadap lingkungan melalui perbaikan fasilitas umum, pengelolaan sampah, serta penanaman pohon di sekitar wilayah operasional. Melalui KAI-Pling, pekerja didorong untuk berpartisipasi aktif dalam memberikan dampak positif bagi lingkungan sekitar.

Selain itu, KAI juga memastikan seluruh pekerja (100%) mengikuti pelatihan mengenai kebijakan anti-fraud dan anti-korupsi, serta menjamin bahwa semua mitra bisnis memahami dan menerapkan kebijakan tersebut. Sebagai BUMN di sektor perkeretaapian, KAI senantiasa memastikan bahwa seluruh aktivitasnya patuh terhadap regulasi yang mengatur anti-persaingan tidak sehat, anti-pakat, dan anti-monopoli, serta menjalankan bisnis dengan menjunjung tinggi etika. Oleh karena itu, perusahaan menyadari pentingnya mitigasi risiko hukum dan menjaga kepercayaan para pemangku kepentingan, termasuk dengan tidak terlibat dalam aktivitas politik apa pun. **[GRI 2-23, 2-24, 3-3, 205-2, 415-1]**

In its operations, KAI is committed to fostering a sustainability culture within the organization through various initiatives, including energy conservation campaigns and community-oriented programs such as KAI Peduli Lingkungan (KAI-Pling). This environmental care program demonstrates KAI's commitment to sustainability through public facility improvements, waste management, and tree planting activities in operational areas. Through KAI-Pling, employees are actively encouraged to participate in creating positive environmental impacts.

Furthermore, KAI ensures 100% employee participation in anti-fraud and anti-corruption policy training, while requiring all business partners to understand and implement these policies. As a state-owned railway enterprise, KAI strictly adheres to regulations concerning anti-competitive practices, anti-collusion, and anti-monopoly, conducting business with the highest ethical standards. The Company recognizes the importance of legal risk mitigation and maintaining stakeholder trust, including complete abstention from any political activities. **[GRI 2-23, 2-24, 3-3, 205-2, 415-1]**

Tata Kelola Keberlanjutan

Sustainable Governance



STRUKTUR TATA KELOLA DAN PENANGGUNG JAWAB PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.1][GRI 2-9]

Sebagai perusahaan BUMN, KAI menjalankan kepatuhan terhadap Peraturan Menteri BUMN Nomor PER-6/MBU/09/2022 Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, KAI menjalankan praktik keuangan berkelanjutan yang diwujudkan dalam bentuk pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL).

Untuk mendukung pelaksanaan program TJSL berjalan optimal, KAI telah membentuk Subdivision of Corporate Social Responsibility, yang bertanggung jawab mengelola dan mengkoordinasi penerapan praktik keuangan berkelanjutan. Selain bertugas dan bertanggung jawab mengelola pelaksanaan program TJSL, Subdivision of Corporate Social Responsibility juga bertanggung jawab dalam mengelola *Community Relations*, yaitu hubungan KAI dengan pihak internal serta eksternal pada seluruh aktivitas Perseroan.

Di samping telah membentuk Subdivision of Corporate Social Responsibility, untuk memperkuat fungsi perencanaan dan keberlanjutan, Perusahaan membentuk Subdivision of Sustainability di bawah Division of Corporate Strategic Planning, Monitoring, and Sustainability yang berada di Direktorat Perencanaan Strategis dan Pengelolaan Sarana (D4) berdasarkan Keputusan Sirkuler Direksi sebagai Pengganti Rapat Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.310/VII/2/RH/KA-2024 tanggal 3 Juli 2024.

GOVERNANCE STRUCTURE AND RESPONSIBILITIES FOR SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.1][GRI 2-9]

As a state-owned enterprise, KAI complies with the Minister of SOEs Regulation No. PER-6/MBU/09/2022 amending the Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning Corporate Social and Environmental Responsibility Programs for State-Owned Enterprises, by implementing sustainable finance practices through its Corporate Social and Environmental Responsibility (CSER) program.

To support the optimal implementation of the CSER program, KAI has established a Subdivision of Corporate Social Responsibility, which is responsible for managing and coordinating the implementation of sustainable finance practices. In addition to managing the CSER program, the Subdivision of Corporate Social Responsibility is also responsible for managing Community Relations, which encompasses KAI's relationships with both internal and external parties across all Company activities.

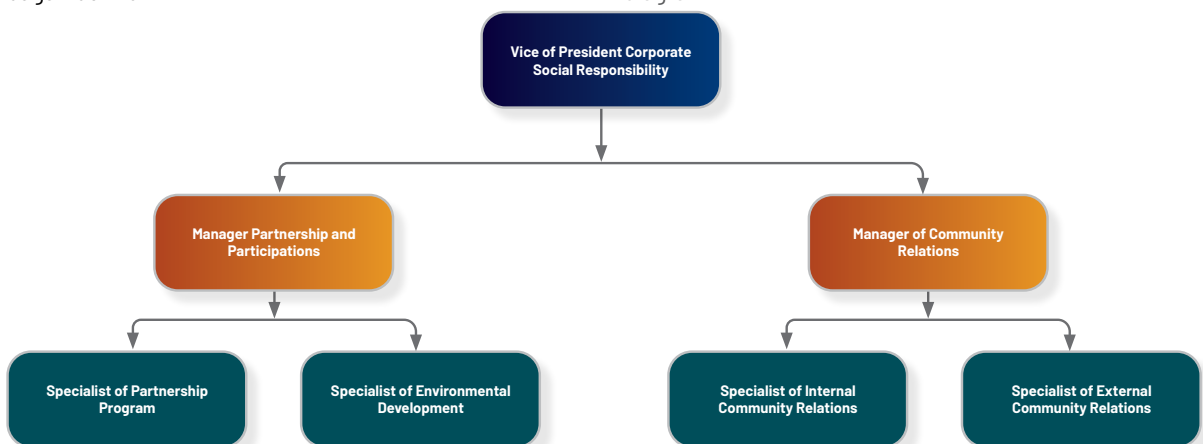
In addition to having formed a Subdivision of Corporate Social Responsibility, to strengthen the Company's planning and sustainability functions the Company forms a Subdivision of Sustainability under the Division of Corporate Strategic Planning, Monitoring, and Sustainability which is located in the Directorate of Strategic Planning and Infrastructure Management (D4) based on the Circular Decision of the Board of Directors as a Substitute for the Meeting of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: KL.310/VII/2/RH/KA-2024 dated July 3, 2024.

Tata Kelola Keberlanjutan *Sustainable Governance*



Adapun struktur Subdivision of Corporate Social Responsibility KAI pada tahun 2024 dijelaskan pada bagan berikut:

The structure of KAI's Subdivision of Corporate Social Responsibility in 2024 is illustrated in the following diagram:



Dalam menjalankan tugas dan tanggung jawabnya, Vice President Corporate Social Responsibility dibantu oleh 2 (dua) Manager, yang diuraikan sebagai berikut:

1. Manager Partnership and Participations

Mempunyai tugas pokok dan tanggung jawab melaksanakan pengelolaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai dengan penugasan Perseroan, serta melaksanakan penyusunan program kerja Kemitraan untuk RUPS ke Kementerian BUMN dan melaksanakan pendampingan pembuatan laporan audit Program Kemitraan. Manager Partnership and Participations dibantu oleh 2 (dua) Specialist, dengan uraian sebagai berikut:

a. Specialist of Partnership Program

Mempunyai tugas pokok dan tanggung jawab melakukan survei lokasi dan kebenaran calon mitra binaan, pemantauan pelaksanaan Program Kemitraan (PK), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan perusahaan.

b. Specialist of Environmental Development

Mempunyai tugas pokok dan tanggung jawab untuk melakukan survei lokasi dan menganalisis pengajuan, pemantauan pelaksanaan program Bina Lingkungan (BL), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan, serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan Perseroan.

2. Manager of Community Relations

Memiliki tugas pokok dan tanggung jawab melaksanakan pengelolaan *Community Relations*, baik secara internal maupun eksternal, guna mengatasi masalah sosial yang tumbuh akibat aktivitas Perseroan. Dalam menjalankan tugasnya, Manager Community Relations dibantu oleh 2 (dua) Specialist, dengan uraian sebagai berikut:

a. Specialist of Internal Community Relations

Mempunyai tugas pokok dan tanggung jawab yaitu melaksanakan program pembinaan komunitas secara internal, termasuk penyiapan sarana dan prasarana olahraga pusat dan daerah untuk pencapaian prestasi olahraga Perseroan, serta melakukan pembinaan kesenian dan kegiatan keagamaan pada kantor pusat.

In carrying out their duties and responsibilities, the Vice President of Corporate Social Responsibility is assisted by 2 (two) Managers, described as follows:

1. Manager of Partnership and Participations

Primary duties and responsibilities include managing the Corporate Social and Environmental Responsibility (CSER) program according to Company assignments, preparing Partnership work programs for the General Meeting of Shareholders (GMS) to the Ministry of SOEs, and facilitating the preparation of Partnership Program audit reports. The Manager of Partnership and Participations is assisted by 2 (two) Specialists:

a. Specialist of Partnership Program

Its primary duties and responsibilities include conducting surveys of locations and verifying potential partner candidates, monitoring Partnership Program (PK) implementation, compiling regional reports for management reporting, reconciling reports, and evaluating program achievements according to Company assignments.

b. Specialist of Environmental Development

Its primary duties and responsibilities include conducting location surveys and analyzing submissions, monitoring Environmental Development (BL) program implementation, compiling regional reports for management reporting, reconciling reports, and evaluating program achievements according to Company assignments.

2. Manager of Community Relations

Primary duties and responsibilities include managing Community Relations, both internally and externally, to address social issues arising from Company activities. The Manager Community Relations is assisted by 2 (two) Specialists:

a. Specialist of Internal Community Relations

Its primary duties and responsibilities include implementing internal community development programs, preparing central and regional sports facilities for Company athletic achievements, and overseeing arts and religious activities at headquarters.

- b. Specialist of Manager External Community Relations
- Memiliki tugas pokok dan tanggung jawab untuk melaksanakan program kegiatan eksternal berupa kegiatan pelayanan kesehatan kepada masyarakat, bakti sosial dan kegiatan yang diperlukan guna turut mengatasi masalah sosial sebagai akibat dari kegiatan operasional Perseroan.

- b. Specialist of External Community Relations
- Its primary duties and responsibilities include implementing external programs such as community health services, social welfare activities, and other necessary programs to help address social issues resulting from Company operations.

Di samping membentuk Subdivision of Corporate Social Responsibility, KAI juga memiliki Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berada di setiap wilayah Operasi Perseroan sebagai upaya mendukung pelaksanaan kinerja keberlanjutan Perseroan. Meski telah memiliki unit khusus untuk mengelola kinerja keberlanjutan, struktur tata kelola KAI yang terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi turut terlibat dalam mengembangkan, menyetujui, dan memperbarui pernyataan tujuan, nilai, atau misi organisasi, strategi, kebijakan, dan sasaran lain yang terkait dengan pembangunan berkelanjutan. Bentuk keterlibatan tersebut salah satunya tercermin dalam penyusunan dan penetapan strategi utama 2024, yang berfokus pada 3 (tiga) Program Prioritas, yaitu bidang pendidikan, bidang Pengembangan UMK, bidang Lingkungan, dan bidang Pengembangan UMK.

In addition to establishing the Subdivision of Corporate Social Responsibility, KAI also has Corporate Social and Environmental Responsibility (CSER) Committees in each operational region to support the Company's sustainability performance. Although KAI already has a dedicated unit to manage sustainability performance, the Company's governance structure - consisting of the General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors - is also involved in developing, approving, and updating statements of organizational purpose, values or mission, strategies, policies, and other objectives related to sustainable development. This involvement is reflected in, among other things, the preparation and determination of the 2024 main strategy which focuses on 3 (three) Priority Programs, such as the education sector, the environment sector, and the MSE development sector.

Bidang Pendidikan meliputi:

- Program KAI EduFriend (Beasiswa) merupakan program bantuan pemberian beasiswa.
- KAI EduFriend (Pelatihan) adalah program bantuan pemberian pelatihan bahasa isyarat.
- KAI EduFriend (Sarana Prasarana) merupakan program bantuan penyediaan sarana dan prasarana pendidikan.

The Education Sector includes:

- KAI EduFriend Program (Scholarship), a scholarship assistance program.
- KAI EduFriend (Training), a sign language training assistance program.
- KAI EduFriend (Infrastructure), a program to provide educational facilities and infrastructure.

Bidang Lingkungan mencakup:

- Program KAI Pling, merupakan program bantuan peduli lingkungan.
- KAI Sar-I, adalah program bantuan untuk sarana ibadah.
- KAI Go Green merupakan program yang berfokus pada pelestarian lingkungan dan program Mendukung Sosialisasi Keselamatan PERKA.
- Bersih-Bersih LIngungan, yaitu program untuk menciptakan suasana bersih lingkungan dan kenyamanan beribadah di tempat ibadah di masjid/musholla sekitar jalur kereta dan penataan lingkungan disekitar jalur kereta.
- Branding Dewa Binaan, yaitu program pengembangan desa wisata di sekitar Daop/Divre Perseroan.

The Environment Sector includes:

- KAI Pling Program, an environmental care assistance program.
- KAI Sar-I, is a program to assist in places of worship.
- KAI Go Green is a program that focuses on environmental preservation and the PERKA Safety Dissemination Support program.
- Clean-up Environment, which is a program to create a clean environment and comfortable place of worship in mosques/prayer rooms around the train tracks and environmental management around the train tracks.
- Dewa Binaan Branding, which is a program to develop tourist villages around the Company's Daop/Divre.

Bidang Pengembangan UMK, terdiri dari

- Program MiKA Hasanah adalah program Sertifikasi Hak Kekayaan Intelektual (HKI) dan program Sertifikasi Halal.
- Program MiKA *Go Global*, yaitu program keikutsertaan pameran nasional dan internasional untuk berbagai kegiatan promosi dan pengembangan usaha.
- Program MiKA *Next Class* merupakan program pemberian pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan UMK mitra binaan.
- MiKA *Creative Space* merupakan program bertujuan mengkolaborasi para UMK mitra binaan untuk mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang dimasa akan datang.
- MiKA *Exhibition*, yaitu program memberikan ruang untuk memamerkan produk UMK pada berbagai event sesuai dengan tema tertentu.
- Program Pendanaan UMK (PUMK), merupakan program Pembiayaan Program Pendanaan UMK (PUMK) atau Pembiayaan Syariah.

Untuk mengetahui dampak dari kegiatan operasional, KAI memetakan isu-isu keberlanjutan yang teridentifikasi di level operasional, yang selanjutnya dikoordinasikan kepada komite-komite terkait untuk dibahas dalam forum rapat yang relevan bersama Direksi. Kemudian, Direksi turut terlibat mengidentifikasi isu-isu keberlanjutan dan mengelola dampak ekonomi, lingkungan, dan sosial masyarakat yang muncul akibat aktivitas bisnis Perseroan. Pembagian tugas pengelolaan dampak-dampak tersebut disesuaikan dengan pembidangan masing-masing Direksi. Bidang tugas masing-masing Direksi telah diuraikan pada bagian sebelumnya.

Pada proses pengelolaan dampak tersebut, Direksi melibatkan para pemangku kepentingan agar pelaksanaan program-program pengelolaan dampak berjalan relevan dengan kebutuhan masyarakat. Selanjutnya, secara berkala masing-masing unit melaporkan pelaksanaan program-program pengelolaan dampak kepada Direksi, sekaligus berkoordinasi dengan komite terkait untuk mendapatkan evaluasi. Hasil evaluasi akan dijadikan sebagai bahan pertimbangan pada penetapan target dan KPI yang tertuang dalam RKAP. **[GRI 2-12, 2-13]**

Sebagai organ utama Perseroan berwenang RUPS, Dewan Komisaris, dan Direksi juga melakukan peninjauan dan menyetujui Laporan Tahunan dan Laporan Keberlanjutan. Sementara itu, topik material yang ditetapkan dan dilaporkan pada Laporan Keberlanjutan ditinjau dan disetujui oleh

MSE Development Sector consists of:

- MiKA Hasanah Program is an Intellectual Property Rights (IPR) Certification program and a Halal Certification program.
- MiKA Go Global Program, which is a program to participate in national and international exhibitions for various promotional activities and business development.
- MiKA Next Class Program is a training program that aims to increase the capacity and skills of MSE partners.
- MiKA Creative Space is a program that aims to collaborate with MSE partners to direct their respective business specializations to be more focused and develop in the future.
- MiKA Exhibition, which is a program that provides space to showcase MSME products at various events according to a certain theme.
- MSME Funding Program (PUMK), is a financing program for the MSME Funding Program (PUMK) or Sharia Financing.

To understand its operational impacts, KAI maps identified sustainability issues at the operational level, which are then coordinated with relevant committees for discussion in appropriate meetings with the Board of Directors. The Board of Directors actively participates in identifying sustainability issues and managing the economic, environmental, and social impacts arising from the Company's business activities. The division of impact management responsibilities aligns with each Director's respective portfolio, as detailed in previous sections of this report.

In managing these impacts, the Board engages stakeholders to ensure impact management programs remain relevant to community needs. Subsequently, each unit periodically reports program implementation progress to the Board while coordinating with relevant committees for evaluation. These evaluation results serve as consideration for setting targets and KPIs outlined in the Annual Work Plan and Budget (RKAP).

[GRI 2-12, 2-13]

As the Company's governing bodies with full authority, the General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors also review and approve the Annual Report and Sustainability Report. Meanwhile, material topics determined and reported in

Sekretaris Perusahaan sesuai fungsinya sebagai pengelola komunikasi Perusahaan dan penata usaha dokumen Perusahaan. **[GRI 2-14]** Dengan menerapkan kinerja keberlanjutan secara menyeluruh, KAI tidak hanya dapat mengelola lingkungan secara berkelanjutan tetapi juga memperkuat hubungan yang harmonis dengan masyarakat, yang pada akhirnya dapat memberikan nilai positif kepada para pemangku kepentingan.

KAI memahami, keberlanjutan bisnis juga didukung oleh lingkungan kerja yang kondusif dan nyaman. Atas dasar itu, KAI berkomitmen mencegah terjadinya benturan kepentingan. KAI telah memiliki *Code of Conduct* bagi seluruh pejabat di level Direksi, Dewan Komisaris, Kepala Divisi hingga level manajerial dipilih berdasarkan pertimbangan profesional dan integritas. Setiap anggota Direksi KAI tidak memiliki hubungan afiliasi dengan sesama anggota Direksi, anggota Dewan Komisaris, maupun Pemegang Saham Pengendali. Pengelolaan benturan kepentingan sesama anggota Direksi dan Dewan Komisaris telah menjadi bagian dari kewajiban Direksi dan Dewan Komisaris seperti dijelaskan sebelumnya pada bagian Kewajiban Direksi dan Kewajiban Dewan Komisaris pada laporan ini. **[GRI 2-15]**

KAI memiliki mekanisme pengaduan terkait dampak negatif potensial dan aktual terhadap pemangku kepentingan melalui *Whistleblowing System* (WBS), maupun saluran pelanggan dan akun media sosial yang dikelola langsung oleh pekerja KAI. Penjelasan lebih rinci mengenai jumlah pelaporan melalui mekanisme WBS telah diuraikan pada bagian sebelumnya. **[GRI 2-16]**

PENGEMBANGAN KOMPETENSI TERKAIT PEMBANGUNAN BERKELANJUTAN [OJK E.2] [GRI 2-17]

Untuk mendukung pelaksanaan tugas pengawasan Dewan Komisaris dan pengelolaan Perusahaan yang dijalankan oleh Direksi, KAI menjalankan program peningkatan kompetensi Dewan Komisaris dan Direksi, termasuk yang berkaitan dengan pembangunan dan keuangan berkelanjutan.

the Sustainability Report are reviewed and approved by the Corporate Secretary according to their function as the manager of corporate communications and corporate documentation. **[GRI 2-14]** By implementing comprehensive sustainability performance, KAI not only manages the environment sustainably but also strengthens harmonious relationships with communities, ultimately delivering positive value to stakeholders.

KAI understands that business sustainability is also supported by a conducive and comfortable work environment. Therefore, KAI is committed to preventing conflicts of interest. KAI has established a Code of Conduct for all officials at the Director level, Board of Commissioners, Division Heads to managerial levels, who are selected based on professional considerations and integrity. KAI Directors are not affiliated with fellow Directors, Board of Commissioners, or Controlling Shareholders. Managing conflicts of interest among Directors and Board of Commissioners members has become part of their obligations as explained previously in the sections on Director Obligations and Board of Commissioners' Obligations in this report. **[GRI 2-15]**

KAI has established complaint mechanisms regarding potential and actual negative impacts on stakeholders through the Whistleblowing System (WBS), Customer service channels, and social media accounts managed directly by KAI employees. More detailed explanations regarding the number of reports through the WBS mechanism have been outlined in previous sections. **[GRI 2-16]**

COMPETENCY DEVELOPMENT RELATED TO SUSTAINABLE DEVELOPMENT [OJK E.2] [GRI 2-17]

To support the implementation of the Board of Commissioners' supervisory duties and the management of the Company carried out by the Board of Directors, KAI runs a program to improve the competence of the Board of Commissioners and the Board of Directors, including those related to sustainable development and finance.

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
DEWAN KOMISARIS / BOARD OF COMMISSIONERS				
Said Aqil Siroj	Komisaris Utama / Independent / President / Independent Commissioner	Advanced Governance, Risk, and Compliance for Executives	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
Rochadi	Komisaris Independen / Independent Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space	Indonesia, 1 Agustus 2024 / Indonesia, August 1, 2024	Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association
Diah Natalisa	Komisaris / Commissioner	Audit Commitees In New Era Governance	Amerika Serikat, 17-19 Juni 2024 / The United States of America, June 17-19, 2024	Harvard Bussiness School
		Advanced Governance, Risk, and Compliance for Executives	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		The 3rd Lead In Asia Conference	Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024	RMIT University
Chairul Anwar	Komisaris / Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		The 3rd Lead In Asia Conference	Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024	RMIT University
Endang Tirtana	Komisaris Independen / Independent Commissioner	Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management	Indonesia, 2 September 2024 / Indonesia, September 2, 2024	Sinergi Development Group
		The 3rd Lead In Asia Conference	Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024	RMIT University
Johan Sirait	Komisaris Independen / Independent Commissioner	-	-	-
Sri Paduka Mangkoenagoro X	Komisaris / Commissioner	Audit Commitees In New Era Governance	Amerika Serikat, 17-19 Juni 2024 / The United States of America, June 17-19, 2024	Harvard Bussiness School
		The 3rd Lead In Asia Conference	Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024	RMIT University
Mohamad Risal Wasa	Komisaris / Commissioner	-	-	-
DIREKSI / BOARD OF DIRECTORS				
Didiek Hartantyo	Direktur Utama / President Director	<i>Safety Leadership</i>	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		<i>QRGP</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		<i>Assessment QRGP</i>	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		<i>Business Blind Spots: Tacking Unseen Future Risks</i>	Indonesia, 17-18 Desember 2024 / Indonesia, December 17-18, 2024	Markplus Institute
Hadis Surya Palapa	Direktur Niaga / Managing Director of Commerce	<i>Safety Leadership</i>	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		<i>QRGP</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		<i>Assessment QRGP</i>	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		<i>CEO Academy</i>	Amerika Serikat, 12-13 November 2024 / The United States of America, November 12-13, 2024	Wharton Executive Education

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
Awan Hermawan Purwadinata	Direktur Operasi / Managing Director of Operation	Safety Leadership	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		QRGP	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		Assessment QRGP	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		Safety Training	Jepang, 21-25 Oktober 2024 / Japan, October 21-25, 2024	JR EAST
		CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	Indonesia, 31 Oktober-1 November 2024 / Indonesia, October 31 – November 1, 2024	Markplus Indonesia
Heru Kuswanto	Direktur Pengelolaan Prasarana / Managing Director of Infrastructure	Safety Leadership	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		Leading Digital Execution	Switzerland, 9 September 2024 / Switzerland, September 9, 2024	IMD Business School
		Special Directorship Program	Indonesia, 20-21 September 2024 / Indonesia, September 20-21, 2024	Indonesian Institute for Corporate Directorship (IICD)
		QRGP	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		Assessment QRGP	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
John Robertho	Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock	Safety Leadership	Indonesia, 16 Juli 2024 / July 16, 2024	Synergy Solutions
		ESG Fundamental	Indonesia, 17-19 September 2024 / Indonesia, September 17-19, 2024	CRMS
		QRGP	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		Assessment QRGP	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	Indonesia, 31 Oktober-1 November 2024 / Indonesia, October 31 – November 1, 2024	Markplus Indonesia
		Sertifikasi Kompetensi Manajemen Risiko Pengawasan Tata Kelola Risiko <i>Qualified Risk Governance Professional</i> / Risk Management Competency Certification Risk Governance Supervision <i>Qualified Risk Governance Professional</i>	Indonesia, 30 Oktober 2024 / Indonesia, October 30, 2024	Badan Nasional Sertifikasi Profesi / National Professional Certification Agency
		Certificate of Competence Risk Management QRGP	Indonesia, 30 Oktober 2024 / Indonesia, October 30, 2024	LSP MKS
		Pendidikan dan Pelatihan Persiapan Ujian Profesional Tata Kelola Risiko Berkualifikasi (<i>Qualified Risk Governance Professional</i>) / <i>Qualified Risk Governance Professional Exam Preparation Education and Training</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP MKS
Dadan Rudiansyah	Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security	Safety Leadership	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		Safety Leadership Level III	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solusi
		QRGP	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		Assessment QRGP	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business	Indonesia, 31 Oktober 2024 / Indonesia, October 31, 2024	Markplus Indonesia
		Safety Training	Jepang, 21-25 Oktober 2024 / Japan, October 21-25, 2024	JR EAST

Nama / Name	Jabatan / Position	Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials	Waktu dan Tempat Pelaksanaan / Time and Place of Implementation	Penyelenggara / Organizers
Rosma Handayani	Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs	<i>Safety Leadership</i>	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		<i>QRGP</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		<i>Assessment QRGP</i>	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
		<i>Data for Decision Makers</i>	Australia, 12-13 November 2024 / Australia, November 12-13, 2024	Melbourne Business School
Rudi As Aturridha	Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations	<i>Safety Leadership</i>	Indonesia, 16 Juli 2024 / Indonesia July 16, 2024	Synergy Solutions
		<i>Leading Digital Execution</i>	Switzerland, 9-13 September 2024 / Switzerland, September 9-13, 2024	IMD Business School
		<i>QRGP</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		<i>Assessment QRGP</i>	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS
Salusra Wijaya	Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management	<i>Succeeding as a Strategic CFO</i>	Amerika Serikat, 6 Oktober 2024 / The United States of America, October 6, 2024	Harvard Bussiness School
		<i>QRGP</i>	Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024	LSP - MKS
		<i>Assessment QRGP</i>	Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024	LSP - MKS

PENILAIAN RISIKO ATAS PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.3]

KAI berupaya untuk menerapkan praktik keuangan berkelanjutan secara maksimal agar dapat mencapai target yang ditetapkan. Namun tidak dipungkiri, pelaksanaan praktik keuangan berkelanjutan Perseroan dihadapkan pada situasi ketidakpastian dan faktor risiko yang dapat berdampak terhadap kinerja Perseroan maupun pengambilan keputusan manajemen. Untuk mengatasi hal tersebut, KAI telah memetakan risiko dan mengimplementasikan sistem manajemen risiko yang secara mendasar berperan penting dalam keseluruhan penerapan praktik keuangan berkelanjutan, sesuai regulasi dan standar penerapan terbaik yang berlaku.

Sistem Manajemen Risiko

KAI mengimplementasikan sistem manajemen risiko yang merujuk pada ISO 31000:2018 *Risk Management – Guidelines*, mencakup sejumlah tahapan, yaitu:

- (1) Kegiatan komunikasi dan konsultasi
- (2) Penetapan ruang lingkup, konteks dan kriteria, asesmen risiko meliputi identifikasi risiko, analisis risiko, dan evaluasi risiko
- (3) Mitigasi risiko
- (4) Monitoring dan *review*, serta
- (5) Pencatatan dan pelaporan terkait risiko-risiko bisnis.

RISK ASSESSMENT OF SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.3]

KAI strives to implement sustainable finance practices optimally to achieve established targets. However, the Company acknowledges that implementing sustainable finance practices faces uncertainties and risk factors that may impact Company performance and management decision-making. To address this, KAI has mapped risks and implemented a risk management system that plays a fundamental role in the overall implementation of sustainable finance practices, in accordance with applicable regulations and best practice standards.

Risk Management System

KAI implements a risk management system referring to ISO 31000:2018 *Risk Management – Guidelines*, covering several stages:

- (1) Communication and consultation activities
- (2) Establishing scope, context and criteria, risk assessment including risk identification, risk analysis, and risk evaluation
- (3) Risk mitigation
- (4) Monitoring and review, and
- (5) Recording and reporting of business risks

Pengelolaan risiko atas penerapan keuangan berkelanjutan dijalankan dengan berfokus pada aspek ekonomi, lingkungan, dan sosial. Pada aspek ekonomi, KAI melakukan pengelolaan risiko investasi/non investasi dan risiko operasional melalui upaya mitigasi dengan monitoring risiko secara berkala, baik yang dilakukan secara manual maupun melalui penggunaan sistem informasi manajemen risiko yaitu aplikasi SMARTKA. Pada aspek lingkungan, KAI melakukan upaya-upaya mitigasi dengan menyusun desain perencanaan/ kebijakan (proyek, investasi, proses bisnis, risiko terkait hukum dan sebagainya) antara lain dengan memberikan pengembangan wawasan kepada *risk owner* dalam melakukan pengelolaan risiko lingkungan. Sementara pada aspek sosial, khususnya terkait risiko keselamatan, KAI menerapkan manajemen risiko keselamatan di daerah dan pengembangan HIRADC (*Hazard Identification Risk Assessment and Determining Control*) melalui implementasi IBPR (Identifikasi Bahaya, Penilaian dan Pengendalian Risiko) menggunakan aplikasi yang terintegrasi dengan sistem informasi manajemen risiko (Aplikasi SMARTKA).

Risk management for sustainable finance implementation focuses on economic, environmental, and social aspects. On economic aspect, KAI manages investment/non-investment and operational risks through mitigation efforts with regular risk monitoring, conducted both manually and through the SMARTKA risk management information system application. On environmental aspect, KAI implements mitigation efforts by developing planning/ policy designs (projects, investments, business processes, legal risks, etc.), including providing insight development to risk owners in managing environmental risks. On social aspect, particularly regarding safety risks, KAI implements safety risk management in operational areas and develops HIRADC (Hazard Identification Risk Assessment and Determining Control) through the implementation of IBPR (Hazard Identification, Assessment and Risk Control) using applications integrated with the risk management information system (SMARTKA Application).

Identifikasi Risiko Environmental Social Governance (ESG) KAI

KAI telah melakukan identifikasi melalui pendekatan *Environment, Social, and Governance* (ESG) terhadap risiko-risiko yang dihadapi, dengan hasil sebagai berikut:

Identification of KAI's Environmental Social Governance (ESG) Risks

KAI has conducted identification through the *Environment, Social, and Governance* (ESG) approach to the risks faced, with the following results:

Aspek / Aspect	Risiko dan Dampak dari Operasional / Risk and Impact of Operations	Pengaruh pada Pemangku Kepentingan / Impact on Stakeholders	Mitigasi Risiko / Risk Mitigation
Lingkungan / Environment	Risiko bencana alam dan perubahan iklim dapat mengganggu operasional bisnis yaitu keselamatan dan kelancaran perjalanan kereta api sehingga berpotensi memberikan dampak negatif terhadap kinerja keuangan dan keuntungan, prospek usaha, serta harga pasar surat berharga / The risk of natural disasters and climate change can disrupt business operations, namely the safety and smoothness of train travel, so that it has the potential to have a negative impact on financial performance and profits, business prospects, and market prices of securities	Pelanggan, Masyarakat, Pekerja / Customers, Business Society, Employee Mitra, Manajemen, Partners, Management	Melakukan pengecekan berkala setiap hari terhadap infrastruktur / Conducting daily periodic checks on infrastructure
Sosial / Social	Gangguan stabilitas politik, gejolak sosial, dan keamanan, baik di lingkup domestik maupun internasional, yang diakibatkan oleh isu-isu spesifik, seperti krisis geopolitik, perang dagang, dan lain sebagainya yang berdampak negatif bagi pertumbuhan bisnis, operasi, keadaan keuangan, hasil usaha, rantai pasok alat produksi / Disruption of political stability, social unrest, and security, both domestically and internationally, caused by specific issues, such as geopolitical crises, trade wars, and so on, which have a negative impact on business growth, operations, financial conditions, business results, supply chains of production equipment	Pelanggan, Masyarakat, Pekerja / Customers, Business Society, Employee Mitra, Manajemen, Partners, Management	Monitoring pengaruh gejolak sosial politik terhadap rantai pasok alat produksi / Monitoring the impact of socio-political uproar on the supply chain of production equipment Memperluas cakupan pangsa pasar baru mencari kemungkinan pangsa pasar baru, yang dapat menjadi alternatif pemasukan baru bagi perusahaan / Expanding the scope of new market share, looking for the possibility of new market share, which can be an alternative source of new income for the Company

Aspek / Aspect	Risiko dan Dampak dari Operasional / Risk and Impact of Operations	Pengaruh pada Pemangku Kepentingan / Impact on Stakeholders	Mitigasi Risiko / Risk Mitigation
	Risiko pemogokan kerja membawa dampak bagi pekerja dan perusahaan. Bagi perusahaan berdampak pada gangguan produksi, kerugian finansial dan dampak negative pada reputasi. Sedangkan bagi pekerja berdampak pada kehilangan upah, potensi PHK, dan bahkan masalah hukum jika pemogokan tidak sah. / The risks of strikes impact both workers and companies. For companies, they can result in production disruptions, financial losses, and negative reputational impacts. For workers, they can result in lost wages, potential layoffs, and even legal issues if the strike is unlawful.		- Memetakan faktor-faktor yang dapat memicu pemogokan, seperti ketidakpuasan pekerja terhadap upah, kondisi kerja, atau kebijakan Perusahaan. / Map the factors that could trigger a strike, such as worker dissatisfaction with wages, working conditions, or company policies. - Identifikasi unit atau entitas yang paling rentan terhadap pemogokan, berdasarkan tingkat kepuasan pekerja dan potensi konflik. / Identify the units or entities most vulnerable to a strike, based on worker satisfaction levels and potential conflict. - Komunikasi yang efektif antara manajemen dan pekerja untuk mengatasi keluhan dan kekhawatiran. / Effective communication between management and workers to address grievances and concerns.
	Risiko penyerobotan lahan memiliki dampak hukum dan sosial. Secara pelaku, penyerobotan dapat dijerat pidana dengan pasal-pasal dalam KUHP (Kitab Undang-Undang Hukum Pidana) dan UU terkait pertanahan, seperti Pasal 385 KUHP dan Pasal 6 ayat (1) Perppu No. 51 Tahun 1960. Selain itu, penyerobotan juga dapat menimbulkan sengketa perdata yang melibatkan gugatan atas dasar perbuatan melawan hukum. Secara sosial, penyerobotan lahan dapat memicu konflik antar warga, menciptakan ketidakpercayaan, dan merugikan pemilik sah tanah. / The risk of land grabbing has legal and social impacts. As a perpetrator, land grabbing can be subject to criminal penalties under articles in the Criminal Code (KUHP) and land laws, such as Article 385 of the Criminal Code and Article 6 paragraph (1) of Perppu No. 51 of 1960. In addition, land grabbing can also give rise to civil disputes involving lawsuits based on unlawful acts. Socially, land grabbing can trigger conflict between residents, create distrust, and harm the legitimate landowners.		- Pensertipikatan lahan untuk mengurangi risiko penyerobotan. / Land certification to reduce the risk of encroachment. - Pengamanan fisik berupa pemasangan pagar, batas kepemilikan, dan system keamanan untuk pencegahan akses tidak sah ke lahan. / Physical security in the form of installing fences, property boundaries, and security systems to prevent unauthorized access to the land.
Tata Kelola / Governance	Risiko perubahan regulasi Indonesia atau Internasional yang berdampak terhadap bisnis, kondisi keuangan, kinerja operasional, dan prospek usaha / Risk of changes in Indonesian or international regulations that have an impact on business, financial conditions, operational performance, and business prospects	Pelanggan, Masyarakat, Mitra, Manajemen / Customers, Business Partners, Society, Management	Analisis dampak rencana regulasi terhadap industri transportasi secara umum dan khususnya perkeretaapian / Analysis of the impact of regulatory plans on the transportation industry in general and railways in particular
Ekonomi / Economy	Potensi risiko peningkatan biaya operasional, terjadinya gangguan perjalanan, dan hilangnya kepercayaan pelanggan. Selain itu, banjir, kekeringan, dan angin kencang dapat merusak infrastruktur kereta api, menyebabkan gangguan operasional, dan menaikkan biaya pemeliharaan. Perubahan pola curah hujan dapat menyebabkan erosi tanah, yang dapat merusak jalur kereta api. / Potential risks include increased operating costs, disruption to travel, and loss of customer confidence. In addition, floods, droughts, and high winds can damage rail infrastructure, causing operational disruptions and increasing maintenance costs. Changes in rainfall patterns can cause soil erosion, which can damage rail lines.	Pelanggan, Masyarakat, Mitra, Manajemen / Customers, business partners, society	Menerapkan early warning system terutama pada wilayah-wilayah yang rawan bencana dan secara signifikan mengganggu operasional perjalanan kereta api, sehingga dapat meminimalisasi kerugian / Implementing an early warning system, especially in disaster-prone areas and areas that significantly disrupt train operations, can minimize losses.
	Perubahan dan tambahan pada regulasi pemerintah terkait keberlanjutan yang berpotensi dapat mempengaruhi operasi KAI. / Changes and additions to government regulations related to sustainability could potentially impact KAI's operations.		- Memonitor perubahan dan tambahan regulasi dari pemerintah secara proaktif dan menganalisa implikasi potensialnya terhadap operasi Perusahaan. / Proactively monitor changes and additions to government regulations and analyze their potential implications on the Company's operations. - Mengalokasikan sumber daya yang cukup untuk memastikan kepatuhan penuh terhadap peraturan yang ada dan mempersiapkan Perusahaan untuk perubahan yang mungkin terjadi. / Allocate sufficient resources to ensure full compliance with existing regulations and prepare the Company for potential changes.

Implikasi Finansial, Risiko, serta Peluang Akibat Perubahan Iklim [GRI 201-2]

Perubahan iklim menyebabkan peningkatan suhu global, perubahan pola curah hujan, serta terjadinya peristiwa cuaca ekstrem seperti banjir, kekeringan, dan badai. Perubahan iklim tidak hanya berdampak pada lingkungan

Financial Implications, Risks and Opportunities from Climate Change [GRI 201-2]

Climate change causes global temperature increases, rainfall pattern changes, and extreme weather events like floods, droughts, and storms. These changes impact not only the natural environment but also economies and business

alam, tetapi juga pada ekonomi dan operasional bisnis, termasuk operasional bisnis KAI yang memiliki kemungkinan menghadirkan implikasi fisik dan finansial. Atas dasar itu, Perseroan melakukan pengelolaan risiko terkait iklim secara menyeluruh dan melakukan strategi dalam mengatasi risiko yang berpotensi terjadi.

Pengelolaan Manajemen Risiko Terkait Iklim

Perseroan menjalankan pengelolaan manajemen risiko terkait iklim secara terintegrasi. Sebagai organ perusahaan yang bertanggung jawab atas pengelolaan perusahaan, Direksi bertanggung jawab secara menyeluruh terhadap implementasi sistem manajemen risiko Perseroan, termasuk risiko terkait iklim. Direktur Utama bertugas memantau risiko dan peluang terkait iklim, dan pengambilan keputusan utama terkait langkah-langkah mitigasi risiko.

Perseroan telah berupaya untuk mengelola risiko terkait iklim agar tidak memberikan dampak negatif terhadap kinerja operasional dan keuangan Perseroan. Dalam mengelola risiko terkait iklim, Perseroan menjalankan program sesuai dengan arahan dari KBUMN. Pr 31 Desember 2024, pengelolaan risiko terkait iklim dijalankan oleh Direktur Utama dibantu oleh Divisi Corporate Social Responsibility dan Divisi Manajemen Risiko, dengan uraian tanggung jawab sebagai berikut:

Jabatan / Position	Tanggung Jawab Terhadap Iklim / Climate Responsibility
Direktur Utama / President Director	Memiliki tanggung jawab secara keseluruhan untuk mengawasi risiko dan peluang terkait iklim dan pengambilan keputusan terkait mitigasi risiko. / Responsible for overseeing climate-related risks and opportunities and decision-making regarding risk mitigation.
Divisi Manajemen Risiko / Risk Management Division	Mengidentifikasi, mengevaluasi, dan mengelola risiko terkait dengan perubahan iklim yang dapat berdampak pada perusahaan. Tanggung jawab ini berupa mitigasi untuk menghadapi dampak perubahan iklim / Identifying, evaluating and managing risks related to climate change that may impact the company. This responsibility is in the form of mitigation to deal with the impacts of climate change.
Subdivision of Corporate Social Responsibility	Melaksanakan program KAI Go Green berupa kegiatan penanaman pohon di seluruh wilayah operasional KAI dan wilayah penyangga/pendukung operasional, non operasi maupun kawasan sekitarnya, sesuai dengan program prioritas. / Implementing the KAI Go Green program in the form of tree planting activities in all KAI operational areas and operational, non-operational and surrounding buffer/support areas, in accordance with priority programs.

Identifikasi Risiko Terkait Iklim

Untuk mengatasi risiko perubahan terkait iklim, KAI secara berkala melakukan identifikasi terhadap bahaya, penilaian, dan pengendalian risiko akibat perubahan iklim. Berdasarkan laporan evaluasi kinerja tahun 2024, terdapat 88 kejadian gangguan perjalanan kereta api yang diakibatkan oleh kejadian alam akibat perubahan iklim seperti genangan air, banjir, angin, pohon tumbang dan longsor.

Perubahan iklim dapat berdampak signifikan pada operasional kereta api, seperti melengkungnya rel akibat panas ekstrem, banjir yang merusak infrastruktur, dan perubahan pola cuaca yang menghambat perjalanan.

operations, including KAI's operations which may face physical and financial implications. Therefore, the Company implements comprehensive climate risk management and strategies to address potential risks.

Climate Risk Management

The Company conducts integrated climate risk management. As the corporate organ responsible for company management, the Board of Directors has overall responsibility for implementing the Company's risk management system, including climate-related risks. The President Director monitors climate-related risks and opportunities and makes key decisions about mitigation measures.

The Company strives to manage climate-related risks to ensure that they do not negatively affect its operational and financial performance. In this effort, the Company implements programs in line with the guidance of KBUMN. By December 31, 2024, the management of climate-related risks will be overseen by the President Director, with support from the Corporate Social Responsibility Division and the Risk Management Division. Below is a description of their respective responsibilities:

Climate Risk Identification

To address climate-related risks, KAI regularly conducts identification, assessment, and control of climate change risks. According to the 2024 performance evaluation report, there were 88 incidents of train disruptions caused by natural events linked to climate change, including waterlogging, flooding, strong winds, fallen trees, and landslides.

Climate change can significantly impact train operations. For example, extreme heat can cause rail bending, while flooding can damage infrastructure, and shifting weather patterns can hinder travel.

Mitigasi risiko perubahan iklim adalah tindakan untuk mengurangi atau mencegah dampak negatif dari perubahan iklim. Mitigasi Risiko Perubahan Iklim diantaranya:

1. Mengurangi Emisi Gas Rumah Kaca

- Penggunaan energi yang lebih efisien dengan menggunakan energi terbarukan, seperti energi surya atau angin.
- Mengurangi penggunaan kendaraan bermotor melalui penggunaan mobil yang ramah lingkungan atau gunakan teknologi hybrid.
- Mengurangi pemakaian bahan bakar fosil.
- Mengelola sampah dengan menerapkan proses pemisahan sampah, daur ulang, dan mengurangi penggunaan plastik.

2. Meningkatkan Penyerapan Karbon

- Penanaman pohon. Penanaman pohon untuk menyerap karbon dioksida dari atmosfer.
- Penggunaan pupuk organik. Upaya ini dapat membantu meningkatkan kesuburan tanah dan kemampuan menyerap karbon.

3. Mengembangkan Teknologi Baru

- Teknologi penangkapan karbon. Teknologi ini dapat membantu menyerap karbon dioksida dari emisi industri.
- Teknologi energi terbarukan. Teknologi ini dapat membantu mengurangi ketergantungan pada bahan bakar fosil.
- Teknologi pemantauan iklim. Teknologi ini dapat membantu memprediksi perubahan iklim dan dampak-dampaknya.

4. Adaptasi

- Infrastruktur yang tahan terhadap bencana, seperti banjir, kekeringan, dan angin topan.
- Pengembangan Sistem Peringatan Dini. Peringatan dini dapat membantu unit terkait untuk mempersiapkan tim dan fasilitas kerja dalam menghadapi bencana alam.

Selain itu, sebagai bentuk nyata penerapan prinsip ESG, KAI telah menyediakan layanan transportasi berkelanjutan, yang berfokus pada dua aspek, yaitu penerapan prinsip berkelanjutan dan program dekarbonisasi yang terus dijalankan. Upaya ini sejalan dengan visi baru Perseroan, *"Driving Sustainable Transportation, Enhancing People's Lives"*.

Climate change risk mitigation involves actions to reduce or prevent the negative impacts of climate change. Key strategies include:

1. Reducing Greenhouse Gas Emissions

- More efficient energy use by harnessing renewable sources such as solar or wind energy.
- Decreasing reliance on motorized vehicles by promoting environmentally friendly options and hybrid technology.
- Reducing the use of fossil fuels.
- Managing waste effectively through processes like waste separation, recycling, and minimizing plastic use.

2. Increasing Carbon Absorption

- Planting trees to absorb carbon dioxide from the atmosphere.
- Utilizing organic fertilizers to enhance soil fertility and its carbon absorption capacity.

3. Developing New Technology

- Implementing carbon capture technology to absorb carbon dioxide from industrial emissions.
- Advancing renewable energy technologies to lessen dependence on fossil fuels.
- Establishing climate monitoring technologies to predict climate change and its impacts.

4. Adaptation

- Creating disaster-resistant infrastructure designed to withstand floods, droughts, and hurricanes.
- Developing an Early Warning System to prepare relevant teams and facilities for impending natural disasters.

As a tangible example of its commitment to ESG (Environmental, Social, and Governance) principles, KAI has prioritized sustainable transportation services, focusing on two main areas: the application of sustainable practices and an ongoing decarbonization program. This effort aligns with the Company's new vision, *"Driving Sustainable Transportation, Enhancing People's Lives."*

Lebih lanjut, KAI telah melakukan identifikasi risiko dan peluang yang terkait dengan perubahan iklim dengan menggunakan pendekatan TCFD (*Task Force on Climate-related Financial Disclosures*). Melalui metode ini, KAI dapat memahami risiko dan peluang perubahan iklim, serta mengembangkan strategi untuk mengelola dampak perubahan iklim dan memastikan keberlanjutan bisnisnya di masa depan.

Additionally, KAI has identified climate-related risks and opportunities using the TCFD (*Task Force on Climate-related Financial Disclosures*) approach. Through this method, KAI can understand climate change risks and opportunities, and develop strategies to manage climate change impacts and ensure future business sustainability.

Risiko Fisik

Physical Risk

Risiko Fisik / Physical Risk	Risiko dan Dampak dari Operasional / Risks and Impacts of Operations	Mitigasi / Mitigation
Risiko Kronis / Chronic Risk	Banjir / Flood Risiko yang terjadi saat curah hujan ekstrem melebihi kapasitas saluran air atau sistem drainase, menyebabkan genangan air yang dapat mengganggu operasional jalur rel dan stasiun. Hal ini dapat mengakibatkan penundaan atau pembatalan perjalanan kereta api serta kerusakan pada infrastruktur stasiun dan rel. / The risk occurs when extreme rainfall exceeds the capacity of water channels or drainage systems, causing waterlogging that can disrupt rail and station operations. This can result in delays or cancellations of trains and damage to station and track infrastructure.	- Peningkatan sistem drainase dan saluran air di sekitar jalur rel dan stasiun untuk mengurangi risiko genangan air. / Improvement of drainage and water channels around the railway line and stations to reduce the risk of waterlogging. - Monitoring curah hujan secara real-time dan peringatan dini terhadap potensi banjir untuk mengambil langkah-langkah pencegahan yang sesuai. / Real-time rainfall monitoring and early warning of potential flooding to take appropriate preventive measures. - Pembangunan tanggul untuk melindungi jalur rel dari genangan air yang tinggi. / Construction of embankments to protect the railway line from high waterlogging.
	Tanah Longsor / Landslide Risiko yang terjadi karena hujan deras dan perubahan topografi yang merusak jalur rel atau infrastruktur KAI. Tanah longsor dapat menutup jalur rel, menyebabkan terganggunya layanan kereta api, bahkan menimbulkan bahaya bagi keamanan dan keselamatan penumpang dan pekerja. / Risks that occur due to heavy rain and topographic changes that damage railway lines or KAI infrastructure. Landslides can block railway lines, disrupt train services, and even pose a danger to the safety and security of passengers and workers.	- Pemantauan kondisi geologis dan topografi di sepanjang jalur rel untuk mendeteksi potensi tanah longsor. / Monitoring geological and topographic conditions along the railway line to detect potential landslides. - Pemeliharaan vegetasi di sekitar jalur rel untuk mengurangi erosi tanah dan menguatkan lereng. / Maintaining vegetation around the railway line to reduce soil erosion and strengthen slopes.
	Badai dan Topan / Storms and Typhoons Risiko seperti angin kencang, hujan lebat, dan gelombang tinggi yang terjadi selama badai atau topan dapat menyebabkan kerusakan serius pada rel, stasiun, dan fasilitas KAI. Hal ini dapat mengganggu operasional, bahkan menyebabkan penundaan perjalanan atau pembatalan layanan kereta api. / Risks such as strong winds, heavy rain, and high waves during storms or typhoons can cause severe damage to KAI's tracks, stations, and facilities. This can disrupt operations, leading to delays or cancellations of train services.	- Penguatan infrastruktur jalur rel dan stasiun agar lebih tahan terhadap angin kencang. / Reinforcement of rail infrastructure and stations to be more resistant to strong winds. - Pemeliharaan vegetasi di sekitar jalur rel untuk mengurangi erosi tanah dan menguatkan lereng. / Maintaining vegetation around rail lines to reduce soil erosion and strengthen slopes.
Risiko Kronis / Chronic Risk	Peningkatan Suhu / Rising Temperatures Pemanasan global menyebabkan suhu udara secara keseluruhan meningkat, yang dapat mengakibatkan suhu pada jalur rel juga naik. Peningkatan suhu tersebut dapat menyebabkan kerusakan pada infrastruktur rel dan menurunkan keandalan layanan, misalnya, dengan memicu peristiwa seperti penyusutan rel atau pelengkungan jalur. / Global warming causes overall air temperatures to rise, which can cause temperatures on rail lines to rise as well. These rising temperatures can cause damage to rail infrastructure and reduce service reliability, for example, by triggering events such as rail shrinkage or track bending.	Melakukan perawatan rutin pada infrastruktur rel, termasuk pengecekan reguler terhadap kondisi rel dan struktur lainnya untuk memastikan keandalan dan keselamatan operasional. / Conducting regular maintenance on rail infrastructure, including regular checks on the condition of rails and other structures to ensure operational reliability and safety.
Risiko Kronis / Chronic Risk	Perubahan Curah Hujan / Changes in Rainfall Perubahan pola hujan dapat menyebabkan banjir yang lebih sering atau kekeringan, yang dapat mempengaruhi pasokan air untuk keperluan operasional KAI. Dimana banjir dapat merusak jalur rel, stasiun, dan fasilitas lainnya, sementara kekeringan dapat mempengaruhi ketersediaan air untuk operasi. / Changes in rainfall patterns can lead to more frequent flooding or droughts, which can affect the water supply for KAI's operational needs. Floods can damage rail lines, stations, and other facilities, while droughts can affect the availability of water for operations.	- Meningkatkan sistem drainase dan saluran air di sepanjang jalur rel untuk meminimalkan risiko banjir akibat curah hujan ekstrem. / Improving drainage and water channels along the railway line to minimize the risk of flooding due to extreme rainfall. - Menggunakan sistem pemantauan cuaca untuk mendeteksi potensi hujan deras sehingga dapat mengambil tindakan pencegahan lebih awal. / Using weather monitoring systems to detect potential heavy rainfall so that preventive measures can be taken early.
	Peningkatan Kejadian / Increased Extreme Weather Frequency Cuaca Ekstrem Perubahan iklim dapat menyebabkan peningkatan frekuensi atau intensitas cuaca ekstrem, seperti badai, topan, atau hujan deras, yang dapat mengganggu operasi KAI dan menyebabkan kerusakan infrastruktur. / Climate change may lead to an increase in the frequency or intensity of extreme weather events, such as storms, typhoons, or heavy rainfall, which may disrupt KAI operations and cause damage to infrastructure.	- Mempersiapkan rencana evakuasi dan penyelamatan yang bekerjasama dengan pihak berwenang setempat untuk mengatasi situasi darurat akibat cuaca ekstrem. / Preparing evacuation and rescue plans in collaboration with local authorities to address emergency situations due to extreme weather. - Menerapkan sistem pemantauan cuaca yang canggih untuk mendeteksi dan memantau kejadian cuaca ekstrem sehingga dapat memberikan peringatan dini kepada petugas operasional. / Implementing a sophisticated weather monitoring system to detect and monitor extreme weather events so as to provide early warning to operational personnel.

Risiko Transisi

Transition Risk

Risiko Transisi / Transition Risk	Risiko dan Dampak dari Operasional / Risks and Impacts of Operations	Mitigasi / Mitigation
Risiko Reputasi / Reputation Risk	KAI menghadapi risiko reputasi terkait dengan kecelakaan, keterlambatan layanan, atau masalah lainnya yang dapat mempengaruhi persepsi publik terhadap keamanan dan kualitas layanan perusahaan. / KAI faces reputational risks related to accidents, service delays, or other issues that may affect public perception of the Company's safety and service quality.	- Memperkuat fokus pada keselamatan dan kualitas layanan untuk meminimalkan risiko kecelakaan dan keterlambatan. / Strengthening the focus on safety and service quality to minimize the risk of accidents and delays. - Melakukan komunikasi terbuka dan transparan dengan pelanggan dan masyarakat untuk memberikan pemahaman yang jelas tentang tindakan yang diambil untuk meningkatkan layanan dan keselamatan. / Conducting open and transparent communication with customers and the community to provide a clear understanding of the actions taken to improve service and safety. - Menerapkan program pelatihan dan pengawasan yang ketat untuk meningkatkan kesadaran dan akuntabilitas dalam praktik operasional. / Implementing a rigorous training and supervision program to increase awareness and accountability in operational practices.
Risiko Pasar / Market Risk	Perubahan dalam preferensi atau kebutuhan pasar terhadap transportasi dapat mempengaruhi permintaan terhadap layanan KAI. Misalnya, naiknya minat dalam transportasi massal, atau perkembangan baru dalam teknologi transportasi dapat mempengaruhi jumlah penumpang atau kargo yang diangkut oleh KAI. Risiko ini meliputi ketidakpastian terkait dengan permintaan pasar, persaingan yang meningkat, dan perubahan dalam lingkungan bisnis eksternal. / Changes in market preferences or needs for transportation may affect demand for KAI services. For example, increased interest in mass transportation, or new developments in transportation technology may affect the number of passengers or cargo carried by KAI. These risks include uncertainties related to market demand, increased competition, and changes in the external business environment.	- Melakukan analisis pasar yang komprehensif untuk memahami tren, preferensi, dan kebutuhan pelanggan potensial. / Conducting comprehensive market analysis to understand trends, preferences and needs of potential customers. - Diversifikasi layanan dan jaringan rute untuk mengurangi ketergantungan pada segmen pasar tertentu. / Diversifying services and route networks to reduce dependence on specific market segments. - Berinovasi dalam pengembangan layanan baru atau peningkatan efisiensi operasional untuk meningkatkan daya saing perusahaan di pasar yang berubah-ubah. / Encouraging innovating in developing new services or improving operational efficiency to enhance the Company's competitiveness in a changing market.
Risiko Hukum & Kebijakan / Legal & Policy Risk	Perubahan dalam regulasi pemerintah terkait dengan industri perkeretaapian dan isu keberlanjutan dapat mempengaruhi operasi KAI. / Changes in government regulations related to the railway industry and sustainability issues may affect KAI's operations.	- Memantau perubahan regulasi secara proaktif dan menyelidiki implikasi potensialnya terhadap operasi perusahaan. / Proactively monitoring regulatory changes and investigate their potential implications on the Company's operations. - Mengalokasikan sumber daya yang cukup untuk memastikan kepatuhan penuh terhadap peraturan yang ada dan mempersiapkan perusahaan untuk perubahan yang mungkin terjadi. / Allocating sufficient resources to ensure full compliance with existing regulations and prepare the Company for potential changes.
Risiko Teknologi / Technology Risk	KAI mungkin mengalami kesulitan dalam mengintegrasikan sistem kereta yang lebih canggih atau mengadopsi teknologi yang lebih ramah lingkungan. Risiko ini meliputi biaya tinggi untuk investasi dalam teknologi baru, kesulitan dalam mentransformasikan infrastruktur yang ada, dan potensi gangguan operasional selama periode transisi. / KAI may experience difficulties in integrating more advanced train systems or adopting more environmentally friendly technologies. These risks include high costs for investment in new technologies, difficulties in transforming existing infrastructure, and potential operational disruptions during the transition period.	- Melakukan evaluasi teknologi secara teratur untuk mengidentifikasi solusi yang paling cocok dengan kebutuhan operasional dan strategi jangka panjang perusahaan. / Conducting regular technology evaluations to identify solutions that best fit the Company's operational needs and long-term strategy. - Melakukan investasi dalam pelatihan pekerja untuk memastikan pemahaman yang mendalam tentang teknologi baru yang diadopsi. / Investing in employee training to ensure a deep understanding of new technologies adopted.

Risiko Peluang

Opportunity Risk

Sektor / Sector	Risiko / Risks
Peningkatan Transportasi Ramah Lingkungan / Increasing Demand for Green Transportation	Dengan peningkatan kesadaran akan dampak lingkungan dari transportasi berbasis bahan bakar fosil, ada peluang bagi KAI untuk menjadi pilihan utama dalam transportasi massal yang lebih ramah lingkungan, terutama untuk perjalanan jarak menengah dan jauh. / With increasing awareness of the environmental impacts of fossil fuel-based transportation, there is an opportunity for KAI to become the preferred choice for more environmentally friendly mass transportation, especially for medium and long-distance travel.
Pengembangan Infrastruktur dan Layanan Hijau / Development of Green Infrastructure and Services	KAI dapat memanfaatkan kesempatan untuk mengembangkan infrastruktur yang lebih hijau, seperti penggunaan energi terbarukan untuk operasi, pembangunan stasiun kereta ramah lingkungan, dan peningkatan layanan kereta api yang efisien dan berkelanjutan. / KAI can take advantage of the opportunity to develop greener infrastructure, such as the use of renewable energy for operations, the construction of environmentally friendly train stations, and the improvement of efficient and sustainable train services.
Kemitraan untuk Inovasi / Partnerships for Innovation	KAI dapat menjalin kemitraan dengan perusahaan teknologi dan inovasi untuk mengembangkan solusi transportasi yang lebih efisien, termasuk penggunaan teknologi cerdas untuk manajemen lalu lintas, optimasi rute, dan pengurangan emisi. / KAI can partner with technology and innovation companies to develop more efficient transportation solutions, including the use of smart technology for traffic management, route optimization, and emission reduction.

Sektor / Sector	Risiko / Risks
Peningkatan Keterlibatan Masyarakat / Enhanced Community Engagement	KAI dapat memanfaatkan peluang untuk meningkatkan keterlibatan masyarakat dalam program-program lingkungan, seperti penanaman pohon, kampanye pengurangan sampah, dan program edukasi lingkungan, untuk memperkuat dukungan publik terhadap operasi perusahaan. / KAI can take advantage of the opportunity to increase community involvement in environmental programs, such as tree planting, waste reduction campaigns, and environmental education programs, to strengthen public support for the Company's operations.

Identifikasi Risiko Iklim Kepada Pemasok

KAI memahami bahwa perubahan iklim dapat berdampak terhadap kinerja operasional Perseroan, yang kemudian berimbas terhadap kinerja ekonomi Perseroan. Dalam mengatasi tantangan tersebut, Perseroan menetapkan identifikasi risiko iklim pada seluruh rantai pasok dengan merujuk pada kebijakan Peraturan Direksi nomor PER.U/KL. 104/III/2/KA-2024 tentang Pedoman Penerapan Manajemen Risiko terkait kelompok peristiwa Risiko Sosial dan Lingkungan. Terkait dengan pengelolaan pemasok, PT Kereta Api Indonesia (Persero) juga telah memiliki Peraturan Direksi nomor PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa. Kebijakan tersebut meliputi peningkatan pengendalian risiko dan implementasi SMK3L. Dengan demikian, para pemasok yang bekerja sama dengan Perseroan wajib mengutamakan prinsip-prinsip SMK3L (Sistem Manajemen Keamanan, Keselamatan, dan Lingkungan), termasuk melakukan mitigasi risiko terkait perubahan iklim sehingga dapat terjaga lingkungan kerja yang aman, sehat, dan ramah lingkungan, yang pada akhirnya dapat meningkatkan nilai tambah bagi Perseroan dan seluruh pemangku kepentingan.

Climate Risk Identification for Suppliers

KAI understands that climate change may impact the Company's operational performance, which subsequently affects economic performance. To address these challenges, the Company has established climate risk identification across its entire supply chain, guided by the Board of Directors Regulation number PER.U/KL. 104/III/2/KA-2024, which outlines the Guidelines for the Implementation of Risk Management related to Social and Environmental Risk events. In terms of supplier management, PT Kereta Api Indonesia (Persero) has established Board of Directors Regulation number PER.U/KM.101/VII/1/KA-2022, which provides Guidelines for the Procurement of Goods and Services. This policy focuses on enhancing risk control and implementing the SMK3L (Security, Safety, and Environmental Management System). Consequently, suppliers collaborating with the Company are required to prioritize the principles of SMK3L, including the mitigation of climate-related risks. This approach ensures a safe, healthy, and environmentally friendly work environment, ultimately increasing added value to the Company and all its stakeholders.

Risiko / Risiko	Risiko dan Dampak dari Operasional / Risiko dan Dampak dari Operasional	Mitigasi / Mitigasi
Risiko Gangguan Kinerja Operasional / Operational Performance Disruption Risk	Perubahan iklim menyebabkan cuaca ekstrem seperti banjir, kekeringan dan badai yang dapat merusak infrastruktur kereta api dan akan mengakibatkan gangguan operasional perjalanan kereta api. Dampak lain adalah Perusahaan akan mengeluarkan biaya lebih besar untuk perbaikan infrastruktur yang rusak akibat bencana alam. / Climate change causes extreme weather such as floods, droughts and storms that can damage railway infrastructure and will disrupt railway operations. Another impact is that the Company will spend more money to repair infrastructure damaged by natural disasters.	- PT KAI berkoordinasi dengan PUPR/BBWS dalam mengantisipasi bencana alam akibat banjir. / PT KAI coordinates with PUPR/BBWS in anticipating natural disasters due to flooding. - Penggantian rel eksisting menjadi rel panjang secara berkala dengan sistem pengelasan <i>flash butt</i> dalam mengantisipasi cuaca panas, termasuk penggantian rel. / Periodic replacement of existing rails with long rails with a flash butt welding system in anticipation of hot weather, including rail replacement.
Risiko Ketidakpatuhan Peraturan / Regulatory Non-Compliance Risk	Ketidakpatuhan terhadap peraturan lingkungan seperti emisi gas buang, efek rumah kaca, limbah berbahaya dapat mengakibatkan perusahaan terkena sanksi dan denda yang signifikan dari pemerintah. / Non-compliance with environmental regulations such as exhaust emissions, greenhouse effects, hazardous waste can result in companies being subject to significant sanctions and fines from the government.	- Komitmen dan kepatuhan perusahaan terhadap peraturan perubahan iklim, seperti membangun pengolahan limbah di balai yasa, depo lokomotif, depo gerbong, depo kereta. / The Company's commitment and compliance with climate change regulations, such as building waste processing in the yard, locomotive depot, carriage depot, and train depot. - Meningkatkan kemampuan dalam menyesuaikan diri terhadap perubahan iklim. / Increasing the ability to adapt to climate change.

Risiko / Risiko	Risiko dan Dampak dari Operasional / Risiko dan Dampak dari Operasional	Mitigasi / Mitigasi
Risiko Ketidapatuhan terhadap ESG / ESG Non-Compliance Risk	Ketidapatuhan terhadap prinsip ESG dalam perubahan iklim dapat membawa risiko signifikan bagi perusahaan termasuk risiko reputasi. Terutama terkait isu lingkungan dapat merusak reputasi perusahaan di mata stakeholders sehingga menyebabkan hilangnya kepercayaan. / Non-compliance with ESG principles in climate change can carry significant risks for companies including reputational risks. Especially related to environmental issues can damage the company's reputation in the eyes of stakeholders, causing a loss of trust.	Penerapan prinsip ESG, terutama dalam konteks perubahan iklim, sangat penting untuk keberlanjutan bisnis. Perusahaan yang mengabaikan risiko ESG berpotensi mengalami kerugian finansial, reputasi, operasional, dan bahkan hukum. Oleh karena itu, perusahaan harus proaktif dalam mengelola risiko ESG dan berinvestasi dalam praktik bisnis berkelanjutan. / The application of ESG principles, especially in the context of climate change, is very important for business sustainability. Companies that ignore ESG risks have the potential to experience financial, reputational, operational, and even legal losses. Therefore, companies must be proactive in managing ESG risks and investing in sustainable business practices.
Risiko Keamanan / Security Risk	Perubahan iklim menimbulkan berbagai risiko keamanan, termasuk konflik sosial, ketahanan pangan yang terancam, sehingga timbul gangguan keamanan yang berpotensi mengganggu operasional perjalanan kereta api. Gangguan keamanan berupa pencurian rel, paku penambat, pencurian fasopka di emplasemen yang berpotensi menyebabkan kecelakaan kereta api (KKA). / Climate change poses various security risks, including social conflict, and threatened food security, resulting in security disturbances that have the potential to disrupt railway operations. Security disturbances in the form of theft of rails, anchor nails, as well as theft of operational railway facilities at the station yard which can potentially cause train accidents (KKA).	Perubahan iklim tidak hanya berdampak pada lingkungan, tetapi juga memiliki konsekuensi serius bagi keamanan dan keselamatan transportasi. Untuk itu, Perusahaan melakukan mitigasi sebagai berikut: / Climate change not only impacts the environment, but also has serious consequences for transportation safety and security. For this reason, the Company takes the following mitigation measures: 1. Pemasangan CCTV untuk monitoring pengamanan di wilayah emplasemen stasiun. / CCTV installation for security monitoring in the station yard area. 2. Penambahan tenaga pengamanan untuk patroli di wilayah operasional kereta api. / Adding security personnel to patrol in the railway operational area.

Metrik dan Target

KAI telah menetapkan target kinerja keberlanjutan yang terkait dengan iklim guna mengetahui keberhasilan strategi yang telah disusun melalui penyusunan *roadmap* ESG.

Metrics and Targets

KAI has established climate-related sustainability performance targets to evaluate the success of its formulated strategies.

Uraian / Description	Target / Target	Realisasi 2024 / 2024 Realization
Proporsi penggunaan energi terbarukan (dari total konsumsi bahan bakar) / Proportion of renewable energy usage (of total fuel consumption)	Maksimal 25% sumber energi (bahan bakar) yang digunakan berasal dari energi baru terbarukan (EBT) selama periode 2024–2028, terutama dari listrik, energi surya, dan biodiesel. / A maximum of 25% of energy sources (fuel) used originate from new renewable energy (EBT) during the 2024–2028 period, especially from electricity, solar energy, and biodiesel.	- Implementasi PLTS pada Gedung Jakarta Railway Center, 53 Stasiun KA, 3 Balai Yasa, 4 Griya Karya, dan 2 Kantor Daop/Divre. / Implementation of Solar Power Plants (PLTS) at the Jakarta Railway Center Building, 53 Train Stations, 3 Railway Workshops, 4 Engineer and Crews Lounges, and 2 Regional Operations Offices/Regional Divisions. - Panjang jalur elektrifikasi 622,06 km. / Length of electrification line 622.06 km.
Proporsi lokomotif, KRD dan pembangkit yang menggunakan EBT / Proportion of locomotives, Diesel Rail Trains, and generators using Renewable Energy	Maksimal 25% lokomotif dan kereta pembangkit menggunakan EBT selama 2024–2028. Dari total tersebut, 75% menggunakan energi listrik dan 25% menggunakan biodiesel atau EBT lainnya. / A maximum of 25% of locomotives and power trains use renewable energy during 2024–2028. Of the total, 75% use electricity and 25% use biodiesel or other renewable energy sources.	- Implementasi 100% Biofuel B35. / Implementation of 100% B35 Biofuel. - Panjang jalur elektrifikasi 622,06 km. / Length of electrification line 622.06 km.
Proporsi bangunan operasional yang menggunakan EBT / Proportion of operational buildings using Renewable Energy	Maksimal 10% bangunan (kantor, stasiun, gedung dinas) menggunakan EBT seperti panel surya, dengan kemampuan konversi listrik PLN hingga 5% selama 2024–2028. / A maximum of 10% of buildings (offices, stations, government buildings) use renewable energy such as solar panels, with PLN electricity conversion capacity of up to 5% during 2024–2028.	Implementasi PLTS pada Gedung Jakarta Railway Center, 53 Stasiun KA, 3 Balai Yasa, 4 Griya Karya, dan 2 Kantor Daop/Divre. / Implementation of Solar Power Plants in the Jakarta Railway Center Building, 53 Train Stations, 3 Railway Workshops, 4 Engineer and Crews Lounges, and 2 Regional Operations Offices/Regional Divisions.
Proporsi bangunan operasional yang bersertifikat <i>green building</i> / Proportion of operational buildings certified as green buildings	Maksimal 10% bangunan (kantor, stasiun dan gedung dinas lainnya) disertifikasi sebagai <i>green building</i> selama 2024–2028. / A maximum of 10% of buildings (offices, stations, and other official buildings) are certified as green buildings during 2024–2028.	Gedung Kantor LRT Jabodebek telah memperoleh Sertifikasi <i>Green Building</i> . Selain itu, telah dimulai <i>pilot project green building</i> bekerja sama dengan International Finance Corporation (IFC) melalui skema EDGE (<i>Excellence in Design for Greater Efficiencies</i>). / The Jabodebek LRT Office Building has obtained Green Building Certification. Additionally, a green building pilot project has been initiated in collaboration with the International Finance Corporation (IFC) through the EDGE (<i>Excellence in Design for Greater Efficiencies</i>) scheme.

Uraian / Description	Target / Target	Realisasi 2024 / 2024 Realization
Persentase penggunaan biofuel dari total konsumsi energi / Percentage of biofuel use from total energy consumption	Minimum 20% dari total konsumsi energi berasal dari clean energy (biofuel). / A minimum of 20% of total energy consumption originates from clean energy (biofuel)	- Implementasi 100% Biofuel B35. / Implementation of 100% B35 Biofuel. - Pelaksanaan uji coba penerapan Biofuel B40 untuk kereta api. / Implementation of trial application of B40 Biofuel for trains.s
Ketersediaan baseline dan rencana reduksi emisi gas rumah kaca / Availability of baseline and greenhouse gas emission reduction plan	Melakukan penghitungan baseline emisi dan menyusun rencana reduksi emisi secara terstruktur. / Conducting baseline emission calculations and prepare structured emission reduction plans.	- Perhitungan jejak karbon (Carbon Footprint) untuk KA Penumpang dan KA Barang. / Carbon Footprint calculation for Passenger Trains and Freight Trains. - Penilaian Life Cycle Assessment (LCA) KA Perkotaan (KRL) Jabodetabek kerjasama dengan Badan Riset dan Inovasi Nasional (BRIN). / Life Cycle Assessment (LCA) of Jabodetabek Urban Trains (KRL) in collaboration with the National Research and Innovation Agency (BRIN).
Proporsi lokasi operasional bersertifikasi ISO 14001 / Proportion of operational locations certified as ISO:14001	Lebih dari 20% lokasi operasi memperoleh sertifikasi ISO 14001 (Sistem Manajemen Lingkungan). / More than 20% of operating sites have obtained ISO 14001 (Environmental Management System) certification.	Terdapat 4 (empat) lokasi operasi yang telah memperoleh sertifikasi ISO 14001 (Sistem Manajemen Lingkungan). / 4 (four) operational locations have obtained ISO 14001 (Environmental Management System) certification.
Program edukasi lingkungan dan pengelolaan dampak operasional / Environmental education programs and operational impact management	Melakukan edukasi mengenai Green Travel dan pengurangan plastik kepada pekerja, pemasok, tenant, dan konsumen (melalui Train Attendant). / Conducting education on Green Travel and plastic reduction to employees, suppliers, tenants, and consumers (through Train Attendants).	- Telah terbit Surat Edaran Direksi Nomor: SE.U/KL.403/VIII/2/KA-2024 tanggal 29 Agustus 2024 tentang Pembatasan Penggunaan Plastik Sekali Pakai dan Bahan yang Sulit Terurai. / Circular of Board of Directors Number: SE.U/KL.403/VIII/2/KA-2024 dated August 29, 2024, concerning Restrictions on the Use of Single-Use Plastics and Materials that are Difficult to Decompose has been issued. - Penggunaan material ramah lingkungan bagi penumpang, seperti kantong sampah kertas (waste bag) dan alat makan berbahan kayu (wooden cutlery), serta penyediaan fasilitas water station di 23 stasiun sebagai alternatif pengurangan konsumsi air minum dalam kemasan sekali pakai. / Usage of environmentally friendly materials for passengers, such as paper waste bags and wooden cutlery, as well as the provision of water station facilities at 23 stations as an alternative to reducing the consumption of drinking water in single-use packaging.
	Mengembangkan inisiatif pengelolaan kebisingan yang ditimbulkan dari kegiatan operasional. / Developing initiatives for managing noise generated from operational activities.	Implementasi sambungan harmonika (Corrugated Below) untuk pengurangan kebisingan di dalam kereta. / Implementation of Corrugated Below for noise reduction in trains.
Ketersediaan kebijakan terkait Hak Asasi Manusia (HAM) / Availability of policies related to Human Rights	Mengadopsi regulasi atau standar internasional seperti Konvensi International Labor Organization (ILO). ILO bertujuan untuk mempromosikan dan melindungi hak-hak pekerja serta memajukan kondisi kerja yang layak di seluruh dunia. / Adopting international regulations or standards such as the International Labor Organization (ILO) Convention. The ILO aims to promote and protect employees' rights and advance decent working conditions worldwide.	Telah terbit Komitmen Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.504/X/5/KA-2024 tanggal 31 Oktober 2024 tentang Penerapan Hak Asasi Manusia. / The Commitment of Board of Directors of PT Kereta Api Indonesia (Persero) Number: KL.504/X/5/KA-2024 dated October 31, 2024, concerning the Implementation of Human Rights has been issued.
Tingkat kepuasan dan retensi pekerja / Level of employee satisfaction and retention	Tingkat kepuasan pekerja >85%. / Employee satisfaction level >85%.	Tingkat kepuasan pekerja mencapai 4,28 dari skala 5. / The employee satisfaction level reached 4.28 out of 5.
	Tingkat turnover pekerja <3%. / Employee turnover rate <3%.	Tingkat turnover pekerja sebesar 0,80%. / The employee turnover rate was 0.80%.
Ketersediaan pedoman sosial untuk masyarakat lokal / Availability of social guidelines for local communities	Menyusun pedoman untuk identifikasi dan mekanisme konsultasi dengan masyarakat lokal. / Preparing guidelines for identification and consultation mechanisms with local communities.	Telah terbit Kebijakan Pemangku Kepentingan PT Kereta Api Indonesia (Persero) pada tanggal 23 September 2024. / The Stakeholder Policy of PT Kereta Api Indonesia (Persero) was issued on September 23, 2024.
Proporsi lokasi operasional yang tersertifikasi ISO 45001 / Proportion of operational locations certified as ISO:45001	Minimal 10% lokasi operasional memperoleh sertifikasi ISO 45001 (Kesehatan dan Keselamatan Kerja/K3). / A minimum of 10% of operational locations obtain ISO 45001 (Occupational Health and Safety/OHS) certification.	Terdapat 3 (tiga) lokasi yang memperoleh sertifikasi ISO 45001. / 3 (three) locations of locations have obtained ISO 45001 certification.
Jumlah fatalitas akibat kecelakaan kerja (pekerja dan kontraktor) / Number of fatalities due to work accidents (employees and contractors)	Jumlah fatalitas akibat kecelakaan kerja tidak melebihi 8 orang per tahun. / The number of fatalities due to work accidents does not exceed 8 people per year.	Tidak terdapat fatalitas akibat kecelakaan kerja. / No fatalities due to work accidents.
Ketersediaan sistem manajemen keselamatan kontraktor (CSMS) / Availability of contractor safety management system (CSMS)	Menyusun dokumen Contractor Safety Management System (CSMS) untuk pengelolaan keselamatan kontraktor yang bekerja di lingkungan PT KAI. / Preparing Contractor Safety Management System (CSMS) documents for managing the safety of contractors working in the PT KAI environment.	Peraturan Direksi PT Kereta Api Indonesia (Persero) tentang Pelaksanaan Contractor Safety Management System (CSMS) masih dalam proses pembahasan. / The Regulation of Board of Directors of PT Kereta Api Indonesia (Persero) concerning the Implementation of the Contractor Safety Management System (CSMS) is still under discussion.

Uraian / Description	Target / Target	Realisasi 2024 / 2024 Realization
Tingkat penguatan tata kelola keberlanjutan perusahaan / Level of strengthening of corporate sustainability governance	Membangun struktur organisasi Komite ESG yang jelas dan efektif, serta menentukan fungsi dan tanggung jawab setiap anggota untuk menghindari tumpang tindih dan memastikan akuntabilitas. / Building a clear and effective ESG Committee organizational structure, and determining the functions and responsibilities of each member to avoid overlapping and ensure accountability.	Pembentukan Subdivision of Sustainability di bawah Division of Corporate Strategic Planning, Monitoring, and Sustainability yang berada di Direktorat Perencanaan Strategis dan Pengelolaan Sarana (D4) berdasarkan Keputusan Sirkuler Direksi sebagai Pengganti Rapat Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.310/VII/2/RH/KA-2024 tanggal 3 Juli 2024. / Establishment of the Subdivision of Sustainability under the Division of Corporate Strategic Planning, Monitoring, and Sustainability under the Directorate of Strategic Planning and Infrastructure Management (D4) based on the Circular of Board of Directors in Lieu of the Board of Directors Meeting of PT Kereta Api Indonesia (Persero) Number: KL.310/VII/2/RH/KA-2024 dated July 3, 2024.
	Melakukan Benchmarking terhadap Perusahaan Peers di sektor perkeretaapian yang telah berhasil mengadopsi praktik-praktik ESG. / Conducting Benchmarking against Peers Companies in the railway sector that have successfully adopted ESG practices.	Telah dilaksanakan benchmarking ESG dari tanggal 3 s.d 10 Februari 2024 terhadap Perusahaan Peers SNCF, Deutsche Bahn (DB) dan SYSTRA. / ESG benchmarking has been carried out from February 3 to 10, 2024 against Peers Companies SNCF, Deutsche Bahn (DB), and SYSTRA.
	Minimum 10% anggota dewan mengikuti pelatihan keberlanjutan. / A minimum of 10% of board members attend sustainability training.	Telah dilaksanakan pelatihan keberlanjutan untuk mendukung pelaksanaan tugas pengawasan Dewan Komisaris dan pengelolaan Perusahaan yang dijalankan oleh Direksi. / Sustainability training has been carried out to support the implementation of the Board of Commissioners' supervisory duties and the Company's management carried out by the Board of Directors.
Ketersediaan sistem pengaduan independen (WBS) / Availability of independent Whistleblowing System (WBS)	Penerapan website pengaduan Whistleblowing (WBS) yang independen dan tersedia 24/7. / Implementation of an independent Whistleblowing (WBS) website that is available 24/7.	Pelaporan WBS dapat dilakukan melalui website, yaitu wbs.kai.id yang dapat diakses sejak 9 Desember 2024. / WBS reporting can be done through the website, namely wbs.kai.id which can be accessed since December 9, 2024.
Jumlah kemitraan eksternal terkait keberlanjutan / Number of external partnerships related to sustainability	Memperluas kemitraan eksternal, tidak terbatas pada: / Expanding external partnerships, including but not limited to: - Menjadi member United Nation Global Compact (UNGC). / Become a member of the United Nation Global Compact (UNGC). - Menilai potensi kemitraan dengan organisasi atau lembaga eksternal yang dapat mendukung upaya keberlanjutan serta menetapkan hubungan kerja sama yang berkelanjutan. Salah satunya dengan UNGC, yang berfungsi sebagai platform global untuk mendorong kolaborasi antara sektor bisnis, pemerintah, dan masyarakat sipil dalam rangka mencapai tujuan pembangunan berkelanjutan. / Assess potential partnerships with external organizations or institutions that can support sustainability efforts and establishing ongoing cooperative relationships. One of them is with the UNGC, serving as a global platform to encourage collaboration between the business sector, government, and civil society to achieve sustainable development goals.	Sebagai tindak lanjut dari upaya memperluas kemitraan eksternal, telah diinisiasi beberapa kerja sama di bidang ESG dengan mitra strategis, seperti International Finance Corporation (IFC) dan Badan Riset dan Inovasi Nasional (BRIN), yang diharapkan dapat memperkuat pencapaian tujuan pembangunan berkelanjutan melalui kolaborasi lintas sektor. / As a follow-up to efforts to expand external partnerships, several collaborations in the ESG field have been initiated with strategic partners, such as the International Finance Corporation (IFC) and the National Research and Innovation Agency (BRIN), which are expected to strengthen the achievement of sustainable development goals through cross-sector collaboration.

Hubungan Dengan Pemangku Kepentingan [OJK E.4] [GRI 2-29]

Keterlibatan pemangku kepentingan merupakan elemen penting dalam memastikan bahwa tujuan dan operasi perusahaan PT Kereta Api Indonesia selaras dengan harapan dan kebutuhan. Melalui keterlibatan yang transparan, inklusif, dan berkelanjutan, KAI berkomitmen untuk membangun hubungan yang kuat dan saling menguntungkan dengan pemangku kepentingan.

Stakeholder Relations [OJK E.4] [GRI 2-29]

Stakeholder engagement is an essential element in ensuring PT Kereta Api Indonesia's objectives and operations align with expectations and needs. Through transparent, inclusive and sustainable engagement, KAI commits to building strong, mutually beneficial stakeholder relationships.

KAI telah memiliki Kebijakan Pemangku Kepentingan yang telah diunggah di situs resmi Perseroan https://ppid.kai.id/media/konten/261_kebijakan_pemangku_kepentingan.pdf. Penyusunan Kebijakan Pemangku Kepentingan melibatkan jajaran Direksi dan telah ditandatangani oleh Direktur Utama. Melalui penerapan kebijakan tersebut, KAI dapat meningkatkan partisipasi pemangku kepentingan dalam proses pengambilan keputusan, mengidentifikasi dan mengelola risiko serta peluang, serta meningkatkan reputasi perusahaan di mata publik.

Untuk mengetahui pihak-pihak pemangku kepentingan yang memiliki pengaruh signifikan terhadap operasional KAI, Perseroan melakukan identifikasi para pemangku kepentingan melalui mekanisme *Focus Group Discussion* (FGD). Kegiatan FGD tersebut melibatkan para penanggung jawab penyusunan Laporan Keberlanjutan pada masing-masing divisi. Berikut identifikasi pemangku kepentingan, topik pembahasan, metode pendekatan, hingga frekuensi pelibatan pemangku kepentingan KAI:

KAI has a Stakeholder Policy uploaded on the official Company website https://ppid.kai.id/media/konten/261_kebijakan_pemangku_kepentingan.pdf. The Stakeholder Policy development involved the Board of Directors and was signed by the President Director. Through this policy implementation, KAI can enhance stakeholder participation in decision-making, identify and manage risks/opportunities, and improve corporate reputation.

To identify parties significantly influencing KAI's operations, the Company conducts stakeholder identification through Focus Group Discussion (FGD) mechanisms. These FGDs involve sustainability report preparation teams from each division. Identification of stakeholders, discussion topics, engagement methods, and engagement frequency is as follows:

Pemangku Kepentingan / Stakeholders	Topik Pembahasan / Material Topic	Metode Pendekatan / Engagement Method	Frekuensi / Frequency
Pekerja / Employees	Ketenagakerjaan/kesejahteraan / Employment/welfare	Pertemuan berkala / Regular meeting	Minimal 1(satu) tahun sekali / At least once a year
Pemegang Saham / Shareholders	Kinerja keuangan dan kinerja non-keuangan KAI / KA's financial and non-financial performance	Rapat Umum Pemegang Saham / General Meeting of Shareholders	Minimal 1(satu) tahun sekali / At least once a year
		Memberikan rapat hasil audit TJSL / Providing the meeting results of the CSR audit	1(satu) tahun sekali / Once a year
		Memberikan rapat penyusunan program dan anggaran TJSL / Providing CSR program and budget preparation meetings	1(satu) tahun sekali / Once a year
Penumpang / Passengers	Survei Kepuasan Penumpang / Passenger Satisfaction Survey	Gathering dan FGD / Gathering and FGD	Minimal 1(satu) tahun sekali / At least once a year
Investor Obligasi / Bond Investor	Investors Site Visit	Presentasi dan kunjungan Kerja / Presentation and work visits	Minimal 1(satu) tahun sekali / At least once a year
Pemasok / Supplier	Komunikasi 2 (dua) arah dalam rangka penyampaian strategi dan kebijakan termasuk proses pengadaan barang dan jasa, hubungan komersial maupun evaluasi kinerja. / 2 (two) way communication in order to deliver strategies and policies including procurement process of goods and services, commercial relations and performance evaluation.	Rekonsiliasi kebutuhan, Sosialisasi aturan baru (Jika ada) / Reconciliation of needs, Dissemination of new rules(if any)	Sesuai kebutuhan / As needed

Pemangku Kepentingan / Stakeholders	Topik Pembahasan / Material Topic	Metode Pendekatan / Engagement Method	Frekuensi / Frequency
Pelanggan Angkutan Barang / Cargo Forwarding Customers	Upaya menjaga relasi antara KAI dengan pelanggan potensial serta masukan positif dari mitra usaha demi peningkatan kinerja. / Efforts to maintain relations between KAI and potential customers and positive input from business partners for performance improvement.	Gathering	Minimal 1 (satu) tahun sekali per komoditi / At least once a year per commodity
	Pemantauan bersama mitra usaha terhadap progres realisasi pelaksanaan angkutan serta komunikasi terkait kendala pelaksanaan kegiatan di lapangan guna menentukan solusi atas kendala yang terjadi. / Joint monitoring of business partners on the progress of realization of transportation implementation and communication related to obstacles in the implementation of activities in the field to determine solutions to obstacles that occur.	Task Force	Minimal 2 (dua) bulan sekali per komoditi / At least twice a year per commodity
	Kunjungan ke mitra angkutan barang guna memberikan kesempatan untuk interaksi di antara para pihak untuk mencapai resolusi atau penyelesaian atas kendala yang terjadi seperti adanya keterlambatan pembayaran angkutan, turunnya volume angkutan dan berbagai kendala yang mungkin terjadi / Visits to freight transportation partners to provide opportunities for interaction between parties to reach a resolution of obstacles that occur such as delays in transportation payments, decreased volume of transportation and various obstacles that may occur.	Customers Site Visit	Minimal 1 (satu) bulan sekali per mitra / At least once a year per partner
Media / Media	Sebagai sarana untuk menjalin silaturahmi guna membina hubungan baik antara manajemen KAI dengan media sebagai sarana untuk menyampaikan kebijakan-kebijakan perusahaan kepada media. / As a means to foster good relations between KAI management and the media as a means to convey company policies to the media.	Penyelenggaraan Anugerah Jurnalistik KAI / KAI Journalism Award	1 tahun sekali / Once a year
	Media berperan sangat penting dalam membentuk image Perseroan ataupun mensosialisasikan kebijakan Perseroan kepada masyarakat. Sehingga diperlukan wadah untuk menjalin silaturahmi dan harmonisasi yang baik antara Manajemen KAI dengan Media melalui kegiatan Media Gathering. / The media plays a very important role in shaping the Company's image or disseminating the Company's policies to the public. Therefore, a forum is needed to establish good friendship and harmony between KAI Management and the Media through Media Gathering activities.	Media Gathering	1 tahun sekali / Once a year
	Sebagai ajang silaturahmi bagi Board of Director (BOD) KAI dengan Kantor Redaksi Media terseleksi, yang bertujuan untuk menjalin hubungan baik antara KAI dengan media / As a means to maintain good relations for the KAI Board of Directors (BOD) with selected Media Editorial Offices, which aims to establish good relations between KAI and the media.	Media Visit	2 bulan sekali / Twice a month

Pemangku Kepentingan / Stakeholders	Topik Pembahasan / Material Topic	Metode Pendekatan / Engagement Method	Frekuensi / Frequency
Railfans (Komunitas Pecinta Kereta Api) / Railway Fan Community	Edukasi dan tukar pikiran antara manajemen KAI dengan para railfans, pembinaan berkala, penyampaian informasi terkait perkeretaapian kepada komunitas railfans se-Jawa Sumatera dengan pelaksanaan melalui media virtual Zoom. / Education and exchange of ideas between KAI management and railfans, periodic coaching, delivery of information related to railways to the railfans community throughout Java and Sumatra with implementation through virtual media Zoom.	Bincang Santai Railfans (diskusi/talk show via zoom) / Railfans Casual Talk (discussion/talk show via zoom)	1 bulan sekali / Once a month
	Silaturahmi serta penyampaian pembinaan dan pembekalan langsung kepada komunitas Railfans (dilaksanakan sebelum masa posko Angkutan Lebaran 2022). / Friendship and delivery of direct coaching and provision to the Railfans community (carried out before the 2022 Eid Transportation post period).	Gathering Railfans	1 tahun sekali / Once a year
	Silaturahmi Direksi KAI dengan komunitas Railfans se-Jawa Sumatra, bertujuan untuk memperkenalkan dan menjalin hubungan baik. / The relations between the KAI Board of Directors and the Railfans community throughout Java and Sumatra aims to introduce and establish good relations.	Silaturahmi BOD KAI dengan Railfans / Gathering for the BOD of KAI and Railfans	1 tahun sekali / Once a year
	Pengelolaan Whatsapp Group yang beranggotakan Humas Kantor Pusat dan perwakilan Railfans yang sudah terdaftar di Humas Daop Divre. Whatsapp Group diisi dengan pembinaan, penyebaran informasi kebijakan perusahaan dan diskusi mengenai KAI. / Management of WhatsApp Group consisting of Head Office Public Relations and Railfans representatives who have registered with Humas Daop Divre. The WhatsApp Group is filled with coaching, dissemination of company policy information and discussions about KAI.	Sosialisasi dan Komunikasi dengan Railfans se-Jawa Sumatera / Dissemination and Communication with Railfans throughout Java and Sumatra	Rutin setiap hari selama satu tahun / Regularly every day for one year

Permasalahan Terhadap Penerapan Keuangan Berkelanjutan [OJK E.5]

Selama menjalankan kinerja keberlanjutan KAI dihadapkan dengan berbagai tantangan, sehingga KAI menerapkan upaya-upaya solutif. Berikut adalah sejumlah tantangan yang dihadapi oleh KAI sepanjang tahun 2024:

1. Penggunaan Bahan Bakar Minyak (BBM) dalam Jumlah Signifikan Berimplikasi Negatif bagi Ekonomi, Lingkungan, dan Sosial

KAI menyadari bahwa BBM berasal dari sumber daya alam tak terbarukan yang memiliki keterbatasan pasokan. Hal ini dapat menyebabkan terjadinya ketidakseimbangan *supply* dan *demand* BBM di tingkat global maupun nasional, yang pada akhirnya dapat menyebabkan kenaikan harga tiket kereta api. Selain berdampak pada kenaikan harga tiket, konsumsi BBM dapat menyebabkan penurunan kualitas lingkungan.

Issues in the Implementing Sustainable Finance [OJK E.5]

In executing its sustainability performance, PT KAI has encountered several challenges and implemented corresponding solutions. The following outlines key challenges faced throughout 2024 along with the Company's mitigation strategies:

1. Use of Fuel Oil (BBM) in Significant Amounts Has Negative Implications for the Economy, Environment, and Society

PT KAI is aware that fossil fuels (BBM) are derived from non-renewable natural resources with limited supply availability. This situation can create imbalances between fuel supply and demand at both global and national levels, ultimately potentially leading to increases in train ticket prices. In addition to impacting ticket prices, fossil fuel consumption can also contribute to environmental quality degradation.

Untuk menjaga pasokan bahan bakar stabil dan terjamin demi menjaga kenyamanan perjalanan pelanggan, untuk mengoperasikan armada kereta api, KAI menggunakan bahan bakar biodiesel B35 yang terdiri dari minyak solar dan biodiesel (sumber nabati) dengan perbandingan 65:35. Upaya ini dapat menekan dampak buruk terhadap lingkungan karena lebih ramah lingkungan dan ketersediaannya lebih terjamin dibandingkan dengan penggunaan BBM. KAI juga melakukan inisiatif berkelanjutan lainnya, yaitu mengonversikan penggunaan BBM dengan bahan bakar LNG sebagai bahan bakar pembangkit kereta api.

To maintain a stable and guaranteed fuel supply while ensuring passenger travel comfort, PT KAI utilizes B35 biodiesel fuel for its train fleet operations, consisting of a 65:35 blend of diesel and plant-based biodiesel. This initiative helps mitigate negative environmental impacts as it is more environmentally friendly and has more reliable availability compared to conventional fossil fuel usage. Furthermore, KAI is implementing additional sustainable initiatives by converting fossil fuels to Liquefied Natural Gas (LNG) as fuel for train power plants.

2. Perubahan Iklim yang Ekstrem

Perubahan iklim berdampak signifikan terhadap kinerja operasional KAI, seperti banjir dan tanah longsor yang dapat menyebabkan gangguan jaringan rel kereta api. Peningkatan suhu yang ekstrem dapat menyebabkan rel melengkung dan memuai, sementara cuaca ekstrem seperti banjir dan longsor dapat merusak jalur rel dan mengganggu operasional kereta api. Untuk mengatasi perubahan iklim, KAI menjalankan program dekarbonisasi, yang berfokus pada transisi penggunaan sumber Energi Baru Terbarukan (EBT) sehingga tidak menghasilkan karbon sama sekali pada proses pembakarannya. KAI telah mengimplementasikan Pembangkit Listrik Tenaga Surya (PLTS) atau Solar Panel pada Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III. PLTS tersebut dioperasikan melalui sistem *Solar Panel on Grid* yang menggabungkan suplai listrik dari jaringan listrik PLN dan jaringan listrik *Solar Panel* untuk memenuhi kebutuhan listrik di area operasional.

2. Extreme Climate Change

Climate change significantly impacts KAI's operational performance, such as floods and landslides that can disrupt railway networks. Extreme temperature increases can cause rails to bend and expand, while extreme weather such as floods and landslides can damage rail lines and disrupt train operations. To address climate change, KAI implements a decarbonization program, focusing on transitioning to Renewable Energy (RE) sources that produce zero carbon emissions during combustion. KAI has deployed Solar Power Plants (PLTS) or Solar Panels at Gambir Station, Jakarta Railway Center, 53 KAI stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Operational Area 2 Office, and Regional Division III Office. These solar power systems operate through an On-Grid Solar Panel system, which integrates electricity supply from PLN's grid and solar panels to meet the power demands of operational areas.

3. Tingginya Potensi Terjadinya Risiko Kecelakaan

Aktivitas bisnis KAI di bidang perkeretaapian dihadapkan dengan risiko kecelakaan tinggi karena kereta bergerak dengan kecepatan tinggi dan membutuhkan jarak pengereman yang panjang. Risiko-risiko yang berpotensi terjadi dapat disebabkan oleh faktor internal maupun eksternal, antara lain *human error*, kondisi alam yang sulit diprediksi, keandalan sarana dan prasarana, serta oknum eksternal yang membahayakan sehingga mengganggu jalannya kereta membahayakan, mulai dari pelemparan batu, menyusun batu di rel, hingga tindakan vandalisme lainnya.

3. High Potential for Accident Risk

KAI's railway business activities face high risks of accidents due to trains operating at high speeds and requiring long braking distances. Potential risks can arise from both internal and external factors, including human error, unpredictable natural conditions, the reliability of infrastructure and rolling stock, as well as external parties endangering operations through acts such as stone-throwing, placing objects on tracks, and other vandalism.

Sebagai bentuk tindakan preventif untuk meminimalisasi risiko-risiko yang berpotensi terjadi, KAI telah menyusun prosedur pemeriksaan rutin yang wajib dilakukan dalam jangka waktu tertentu untuk mengecek kelaikan prasarana dan sarana. Pemeriksaan rutin dilakukan dengan berjalan kaki mengecek jalur secara detail. KAI juga melakukan *bordes-ride/lok-ride* secara rutin guna memastikan kesiapan dan keandalan sarana dan prasarana untuk menjaga keselamatan perjalanan kereta api.

Dari sisi internal, KAI memperkuat kapabilitas SDM melalui pelaksanaan kompetensi dan disiplin pekerja, mulai dari penyelenggaraan Pendidikan dan Pelatihan (Diklat), Pendidikan Lapangan (Diklap), *Workshop/Forum Group Discussion* (FGD), hingga melakukan sertifikasi SDM Perkeretaapian oleh lembaga yang berwenang. Upaya mitigasi juga dilakukan KAI dengan menghadirkan aplikasi *Safety Railway Information* (SRI). Aplikasi ini memfasilitasi seluruh pekerja untuk dapat melaporkan potensi bahaya terkait keselamatan operasional kereta api, keselamatan kesehatan kerja, dan lingkungan. Melalui aplikasi ini, potensi bahaya dapat dilaporkan oleh pekerja secara cepat, selanjutnya laporan tersebut akan ditindaklanjuti oleh KAI untuk dilakukan pengecekan dan pencegahan kecelakaan.

Dari sisi eksternal, upaya meminimalisasi risiko dengan melakukan edukasi dan sosialisasi keselamatan kepada masyarakat, memetakan daerah-daerah yang rawan bencana alam dan rawan kejadian upaya mencelakakan perjalanan kereta api, serta berkoordinasi dan berkolaborasi dengan *stakeholder* terkait untuk memperketat pengawasan khususnya di area-area yang rawan terjadi pelanggaran.

As a preventive measure to minimize potential risks, KAI has established mandatory periodic inspection procedures to check the operational fitness of infrastructure and rolling stock. These routine inspections involve detailed on-foot track examinations. KAI also conducts regular *bordes-ride/lok-ride* to verify the readiness and reliability of equipment and infrastructure to ensure railway safety.

On the internal aspect, KAI strengthens human resource capabilities through employee competency and discipline programs, including Education and Training (Diklat), Field Training (Diklap), Workshops/Forum Group Discussions (FGD), Certification by authorized railway institutions. KAI also implements mitigation efforts through the Safety Railway Information (SRI) application. This platform enables all employees to report potential hazards related to railway operational safety, occupational health and safety, and environmental concerns. Through this app, workers can quickly report risks, which KAI then follows up with inspections and preventive measures.

On the external aspect, KAI minimizes risks by conducting public safety education and awareness campaigns, mapping areas prone to natural disasters and railway sabotage attempts, and coordinating and collaborating with relevant stakeholders to strengthen surveillance, particularly in high-risk violation areas.

4. Perkembangan Industri yang Semakin Masif dan Kompetitif Mendorong Terciptanya Berbagai Inovasi

KAI berkomitmen untuk dapat menjawab kebutuhan mobilitas masyarakat yang cepat dan efektif melalui berbagai inovasi dan peningkatan layanan. KAI terus melakukan inovasi agar dapat meningkatkan daya saingnya, sehingga KAI dapat menjaga keberlanjutan usaha dan berkontribusi terhadap negara.

4. The Increasingly Massive and Competitive Industry Drives the Creation of Various Innovations

KAI is committed to addressing the need for fast and effective public mobility through various service innovations and improvements. KAI continuously innovates to enhance its competitiveness, ensuring business sustainability and contributing to the nation.

Berbagai inovasi telah dijalankan KAI di sepanjang tahun 2024 yang berfokus pada peningkatan layanan, keselamatan, dan efisiensi. Beberapa inovasi utama meliputi pengembangan teknologi seperti *Track-Mod* dan *Smart Rail*, serta penambahan layanan kereta premium seperti *Sleeper*, *Compartment Suite*, dan *Kereta Panoramic*. Selain itu, KAI juga fokus pada peningkatan keselamatan dan efisiensi operasional melalui berbagai inovasi di bidang infrastruktur dan layanan.

Selain itu, KAI terus beradaptasi melalui pengembangan inovasi digital. KAI menjalin sinergi dengan mitra perbankan untuk mendukung transaksi non-tunai (*cashless*), guna memberikan kemudahan layanan bertransaksi kepada pelanggan KAI Group. Inisiatif ini mencakup penerapan pembayaran *contactless* dengan menggunakan QRIS dan EDC di seluruh stasiun, serta layanan pengisian saldo Kartu Multi Trip (KMT). KAI berkomitmen untuk senantiasa adaptif dan solutif demi pertumbuhan yang tangguh, dengan berfokus pada inovasi berkelanjutan.

Throughout 2024, KAI has implemented numerous innovations focused on service enhancement, safety, and efficiency. Key innovations include technological developments such as *Track-Mod* and *Smart Rail*, as well as the introduction of premium train services like *Sleeper*, *Compartment Suite*, and *Panoramic Trains*. Additionally, KAI prioritizes operational safety and efficiency through infrastructure and service innovations.

In addition, KAI continuously being adaptive through the digital innovation development. KAI synergizes with banking partners to support cashless transactions, providing easy transaction services to KAI Group customers. This initiative includes the implementation of contactless payments using QRIS and EDC at all stations, as well as Multi Trip Card (KMT) balance top-up services. KAI is dedicated to staying adaptive and solution-driven for resilient growth by focusing on sustainable innovation.

Kebijakan Internal Penerapan Faktor-Faktor ESG KAI

KAI telah memiliki dan menerapkan sejumlah kebijakan internal yang mengatur penerapan faktor-faktor *Environment, Social, and Governance* (ESG) pada lingkungan Perseroan, dengan perincian yang dapat dilihat pada tabel berikut:

Internal Policy for Implementing KAI ESG Factors

KAI has had and implemented a number of internal policies that regulate the implementation of *Environmental, Social, and Governance* (ESG) factors in the Company's environment, with details that can be seen in the following table:

Kebijakan Internal Penerapan Faktor-Faktor ESG KAI

Ketentuan Perundang-Undangan / Laws and Regulations
Amdal/Izin Lingkungan / Environmental Impact Analysis/Environmental Permit
1. Undang-Undang Nomor 32 Tahun 2009 Tentang Perlindungan dan Pengelolaan Lingkungan Hidup / Law No. 32 of 2009 on Environmental Protection and Management
2. Peraturan Pemerintah No.27 Tahun 2012 Tentang Izin Lingkungan / Government Regulation No. 27 of 2012 on Environmental Permits
1. Peraturan Menteri LH Nomor 13 Tahun 2010 Tentang UKL-UPL dan SPPL / Regulation of the Minister of Environment No. 13 of 2010 on UKL-UPL and SPPL
2. Peraturan Menteri LH No.16 Tahun 2012 Tentang Pedoman Penyusunan Dokumen Lingkungan Hidup / Regulation of the Minister of Environment No. 16 of 2012 on Guidelines for the Preparation of Environmental Documents

Internal Policy for Implementing KAI ESG Factors

Implementasi Dalam Ketentuan Perusahaan / Implementation within the Company's Provisions
Amdal/Izin Lingkungan / Environmental Impact Analysis/Environmental Permit
Peraturan Direksi Nomor PER.U/KL.104/X/2/KA-2018 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup Izin Lingkungan / Board of Directors Regulation No. PER.U/KL.104/X/2/KA-2018 on Guidelines for the Preparation of Environmental Documents for Environmental Permits
1. Peraturan Direksi Nomor PER.U/KL.104/X/2/KA-2018 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup dan Izin Lingkungan / Board of Directors Regulation No. PER.U/KL.104/X/2/KA-2018 on Guidelines for the Preparation of Environmental Documents and Environmental Permits
2. Instruksi Direksi Nomor 6/PR.904/KA-2011 tentang Pembuatan Dokumen Pengelolaan Lingkungan Hidup (DPLH) atau Dokumen Evaluasi Lingkungan Hidup (DELH) / Board of Directors Instruction No. 6/PR.904/KA-2011 on the Preparation of Environmental Management Documents (DPLH) or Environmental Evaluation Documents (DELH)

Ketentuan Perundang-Undangan / Laws and Regulations	Implementasi Dalam Ketentuan Perusahaan / Implementation within the Company's Provisions
Limbah / Waste	
Peraturan Pemerintah Nomor 101 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun (B3) / Government Regulation No. 101 on Management of Hazardous and Toxic Waste (B3)	Keputusan Direksi Nomor KEP.U/KS.101/IV/1/KA-2017 tentang Pengelolaan Limbah di Daerah Operasi, Divisi Regional, Balai Yasa, Gudang Persediaan dan Anak Perusahaan / Board of Directors Decree No. KEP.U/KS.101/IV/1/KA-2017 on Waste Management in Operational Areas, Regional Divisions, Plants, Inventory Warehouses and Subsidiaries
Peraturan Pemerintah No. 82 Tahun 2001 Tentang Pengelolaan Kualitas Air dan Pengendalian Pencemaran Air / Government Regulation No. 82 of 2001 on Management of Water Quality and Control of Water Pollution	Instruksi No. 2/KM.203/KA-2017 tentang Pengelolaan Pekerjaan Instalasi Pengolahan Air Limbah (IPAL) / Instruction No. 2/KM.203/KA-2017 on Management of Wastewater Treatment Plant (IPAL) Work Keputusan Direksi No. KEP.U/PL/402/VII/2/KA-2012 tentang Petunjuk Pelaksanaan Tata Cara Penghapusan dan Penjualan Barang Limbah di Lingkungan PT Kereta Api Indonesia (Persero) / Board of Directors Decree No. KEP.U/PL/402/VII/2/KA-2012 on Implementation Instructions for Procedures for Elimination and Sale of Waste Goods in the Environment of PT Kereta Api Indonesia (Persero)
Emisi / Emission	
Peraturan Presiden Nomor 98 Tahun 2021 tentang Penyelenggaraan Nilai Ekonomi Karbon Untuk Pencapaian Target Kontribusi yang Ditetapkan Secara Nasional dan Pengendalian Emisi Gas Rumah Kaca Dalam Pembangunan Nasional / Presidential Regulation No. 98 of 2021 on the Implementation of Carbon Economic Values for the Achievement of Nationally Determined Contribution Targets and Control of Greenhouse Gas Emissions in National Development	Roadmap ESG KAI / KAI ESG Roadmap
	Kebijakan Keberlanjutan Nomor KL.504/IX/13/KA-2024 tanggal 29 September 2024 / Sustainability Policy Number KL.504/IX/13/KA-2024 dated September 29, 2024
Tata Kelola / Governance	
Peraturan Menteri BUMN Nomor 2/MBU/03/2023 tentang Pedoman Tata Kelola Kegiatan Korporasi Signifikan / Regulation of the Minister of State-Owned Enterprises No. 2/MBU/03/2023 on Guidelines for Governance of Significant Corporate Activities	Peraturan Direksi Nomor PER.KL/KL.104/VIII//1/KA-2022 tentang Pedoman Tata Kelola Data (Data Governance) / Board of Directors Regulation No. PER.KL/KL.104/VIII//1/KA-2022 on Guidelines for Data Governance Peraturan Direksi Nomor PER.U/KC.202/XII/1/KA-2020 tentang Pedoman Tata Kelola Perusahaan yang Baik (Good Corporate Governance) / Board of Directors Regulation No. PER.U/KC.202/XII/1/KA-2020 on Guidelines for Good Corporate Governance
Sosial / Social	
Peraturan Menteri BUMN Nomor 1/MBU/3/2023 Tentang Penugasan Khusus dan Tanggung Jawab Sosial dan Bina Lingkungan / Regulation of the Minister of State-Owned Enterprises No. 1/MBU/3/2023 on Special Assignments and Social Responsibilities and Environmental Development	Peraturan Direksi Nomor PER.U/KP.502/XII/1/KA-2022 tentang Tanggung Jawab Sosial dan Lingkungan / Board of Directors Regulation No. PER.U/KP.502/XII/1/KA-2022 on Social and Environmental Responsibility

Kinerja Ekonomi

Economic Performance



Kinerja keuangan KAI pada tahun 2024 menunjukkan pertumbuhan positif. KAI mampu membukukan kenaikan pendapatan 29,40% menjadi Rp36,108 triliun dibandingkan dengan periode yang sama tahun lalu sebesar Rp35,107 triliun. Peningkatan tersebut didominasi oleh pendapatan tersebut didominasi oleh pendapatan angkutan dan usaha lainnya sebesar Rp35,93 triliun. Sepanjang 2024 KAI melaporkan telah melayani sebanyak 453.343.189 penumpang.

KAI's financial performance in 2024 demonstrated positive growth. The Company's revenue increased by 29.40% to Rp36.108 trillion compared to Rp35.107 trillion in the same period the previous year. This growth was primarily driven by transportation and other business revenues, which amounted to Rp35.93 trillion. Throughout 2024, KAI reported serving approximately 453,343,189 passengers.

Perbandingan Target dan Kinerja [OJK F.2]
Angkutan Penumpang dan Angkutan Barang

Pada tahun 2024, volume angkutan penumpang KAI melampaui target sebesar 3% dengan realisasi mencapai 453.343.189 orang, sehingga pendapatan angkutan penumpang juga berhasil melampaui target sebesar 9,2% dengan realisasi mencapai Rp11,92 triliun, sebagaimana dijelaskan pada tabel berikut ini.

Comparison of Target and Performance [OJK F.2]
Passenger and Freight Transportation

In 2024, KAI's passenger transportation volume exceeded the target by 3% with a realization reaching 453,343,189 people, so that passenger transportation revenue also managed to exceed the target by 9.2% with a realization reaching Rp11.92 trillion, as explained in the following table.

Angkutan Penumpang dan Angkutan Barang

Passenger and Freight Transportation

Tahun / Year	Perbandingan Target dan Realisasi Angkutan Penumpang / Comparison of Target and Realization of Passenger Transport			Perbandingan Target dan Realisasi Pendapatan Angkutan Penumpang / Comparison of Target and Realization of Passenger Transport Revenue		
	Target (Orang) / Target (People)	Realisasi (Orang) / Realization (People)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)	Target (Rp ribu) / Target (Rp thousand)	Realisasi (Rp ribu) / Realization (Rp thousand)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)
2024	440.119.526	453.343.189	103,0	10.912.821.647	11.918.953.987	109,2
2023	382.089.477	388.776.604	101,75	9.447.928.488	9.941.825.625	105,23
2022	274.437.174	284.448.804	103,65	4.887.198.501	6.964.495.288	142,50

Sementara volume angkutan barang memenuhi target dengan realisasi 69.201.670 ton dengan ketercapaian 101,29%. Sementara pendapatan angkutan barang terealisasi Rp12,71 triliun atau 98,68% dari target.

The volume of freight transportation met the target with a realization of 69,201,670 tons with an achievement of 101.29%. Meanwhile, freight transportation revenue was realized at Rp12.71 trillion or 98.68% of the target.

Kinerja Ekonomi Economic Performance



Perbandingan Target dan Realisasi Angkutan Barang

Comparison of Targets and Realization of Freight Transportation

Tahun / Year	Perbandingan Target dan Realisasi Angkutan Barang / Comparison of Target and Realization of Freight Transport			Perbandingan Target dan Realisasi Pendapatan Angkutan Barang / Comparison of Target and Realization of Freight Transport Revenue		
	Target (Ton) / Target (Tons)	Realisasi (Ton) / Realization (Tons)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)	Target (Rp Ribu) / Target (Rp thousand)	Realisasi (Rp Ribu) / Realization (Rp thousand)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)
2024	68.319.148	69.201.670	101,29	13.005.745.344	12.800.771.997	98,40
2023	63.061.603	63.694.966	101,00	12.059.567.614	11.646.062.370	96,67
2022	57.370.413	58.006.880	101,11	8.716.752.845	9.833.032.266	112,81

Realisasi pendapatan dari komersialisasi aset pada tahun 2024 mencapai 102,41% dari target dengan luas dikomersialkan mencapai 14.165.025,19 m².

Revenue realization from asset commercialization in 2024 reached 102,41% of the target, with an area of 14,165,025.19 m² being commercialized.

Perbandingan Target dan Realisasi Komersialisasi Aset

Comparison of Asset Commercialization Targets and Realization

Tahun / Year	Realisasi Komersialisasi aset (m ²) / Realization of Asset Commercialization (In m ²)	Perbandingan Target dan Realisasi Pendapatan Komersialisasi Aset (Dalam / Comparison of Target and Realization of Asset Commercialization Revenue (In Thousands of Rupiah)		
		Target (Rp Ribu) / Target (Rp thousand)	Realisasi (Rp Ribu) / Realization (Rp thousand)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)
2024	14.165.025,19	1.457.222.518.259	1.492.372.853.239	102,41
2023	7.438.573,80	1.457.222.518.259	1.282.089.615.915	86,98
2022	7.768.939,11	936.287.984.000	938.238.631.733	100,21

Pada tahun 2024, KAI membukukan laba tahun berjalan sebesar Rp2,22 triliun atau mencapai 182,81% dari target sebesar Rp1,22 triliun.

In 2024, KAI recorded income for year of Rp2.22 trillion or reaching 182.81% of the target of Rp1.22 trillion.

Perbandingan Target dan Realisasi Laba (Rugi) Tahun Berjalan

Comparison of Target and Realization of Income (Loss) for the Year

Tahun / Year	Perbandingan Target dan Realisasi Laba (Rugi) Tahun Berjalan / Comparison of Target and Realization of Income (Loss) for the Year		
	Target (Rp Ribu) / Target (Rp thousand)	Realisasi (Rp Ribu) / Realization (Rp thousand)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)
2024	1.215.817.390	2.222.582.760	182,81
2023	1.735.899.562	1.871.548.137	107,81
2022	103.739.264	1.685.989.220	1.625

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keuangan Berkelanjutan [OJK F.3]

Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects that are in Line with Sustainable Finance [OJK F.3]

Dalam rangka menghadirkan dukungan signifikan terhadap upaya pelestarian lingkungan dalam jangka panjang, KAI berkomitmen untuk melaksanakan investasi pengembangan berkelanjutan. KAI berupaya menggunakan kereta api ramah lingkungan melalui penggunaan bahan bakar B35 dan pemanfaatan panel surya untuk menghasilkan tenaga listrik guna mengurangi emisi gas rumah kaca (GRK). Pengungkapan perbandingan target dan realisasi investasi pengembangan berkelanjutan KAI untuk tahun 2024 adalah sebagai berikut:

To provide significant support for long-term environmental conservation efforts, KAI is committed to implementing sustainable development investments. KAI strives to use environmentally friendly trains through the use of B35 fuel and the use of solar panels to generate electricity to reduce greenhouse gas (GHG) emissions. The disclosure of the comparison of KAI's sustainable development investment targets and realizations for 2024 is as follows:

Perbandingan Target dan Realisasi Investasi Pengembangan

Comparison of Targets and Realization of Development Investment

Tahun / Year	Perbandingan Target dan Realisasi Investasi Pengembangan / Comparison of Targets and Realization of Development Investment		
	Target (Rp Ribu) / Target (Rp thousand)	Realisasi (Rp Ribu) / Realization (Rp thousand)	Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%)
2024	1.821	927	50,9
2023	2.181	1.160	53,19
2022	2.015	547	27,15

Implikasi Finansial, Risiko, serta Peluang Akibat Perubahan Iklim [GRI 3-3, 201-2]

Perubahan iklim yang ditandai dengan anomali cuaca seperti perubahan intensitas dan pola curah hujan, kenaikan suhu udara, kekeringan, dan banjir. Salah satu fenomena iklim yang signifikan adalah El Nino Southern Oscillation (ENSO), yang menyebabkan pergeseran musim hujan. [GRI 3-3] Hal ini dapat mengakibatkan kekeringan atau banjir yang berdampak buruk pada sektor usaha, termasuk KAI. Perseroan memahami bahwa perubahan iklim telah memberikan dampak tidak langsung terhadap aktivitas operasi KAI, yang pada akhirnya dapat berdampak terhadap finansial Perseroan.

Menyikapi dampak yang berpotensi terjadi akibat perubahan iklim, KAI melakukan identifikasi terhadap bahaya, penilaian, dan pengendalian risiko bencana lingkungan secara berkala. Sepanjang 2024, terdapat 88 kejadian gangguan perjalanan kereta api yang diakibatkan oleh kejadian alam akibat perubahan iklim seperti genangan air, banjir, dan tanah longsor.

KAI juga telah melakukan identifikasi risiko dan peluang yang terkait dengan perubahan iklim melalui pendekatan TCFD (*Task Force on Climate-related Financial Disclosures*). Melalui pendekatan TCFD, Perseroan dapat memahami risiko dan peluang perubahan iklim. KAI mengembangkan strategi untuk mengelola dampak perubahan iklim dan memastikan keberlanjutan bisnisnya di masa depan, seperti dijelaskan pada bagian Tata Kelola Keberlanjutan dalam laporan ini. Kendati demikian, pada 2024 KAI belum mengidentifikasi dan mengalokasikan biaya untuk pengelolaan risiko dan peluang terkait perubahan iklim secara terpisah.

Financial Implications, Risks, and Opportunities Arising from Climate Change [GRI 3-3, 201-2]

Climate change, characterized by weather anomalies such as shifts in rainfall intensity and patterns, rising temperatures, droughts, and floods, poses significant challenges. One notable climate phenomenon is the El Niño Southern Oscillation (ENSO), which alters the rainy season. [GRI 3-3] These changes can lead to droughts or floods, adversely affecting various industries, including KAI. The Company recognizes that climate change has indirectly impacted its operational activities, which may ultimately influence its financial performance.

In response to potential climate-related risks, PT KAI conducts periodic identification, assessment, and mitigation of environmental disaster risks. Throughout 2024, there were 88 instances of train service disruptions caused by climate-induced natural events, including waterlogging, floods, and landslides.

Additionally, PT KAI has identified climate-related risks and opportunities using the Task Force on Climate-related Financial Disclosures (TCFD) framework. This approach enables the Company to better understand climate risks and opportunities and develop strategies to mitigate climate impacts while ensuring long-term business sustainability, as outlined in the Sustainability Governance section of this report. However, in 2024, PT KAI had not yet separately identified or allocated specific costs for managing climate-related risks and opportunities.

Program Pensiun [GRI 201-3]

KAI sebagai Badan Usaha Milik Negara (BUMN) berkomitmen untuk mematuhi peraturan perundang-undangan yang berlaku, termasuk yang berkaitan dengan ketenagakerjaan. Merujuk pada Peraturan Pemerintah tentang Penyesuaian Pensiun Eks-PNS Departemen Perhubungan pada PT Kereta Api Indonesia (Persero) No. 64 tanggal 29 November 2007, KAI memberikan manfaat pasti kepada pekerja yang telah memasuki usia pensiun. Pekerja memperoleh pensiun pokok yang besarnya disesuaikan sama dengan pensiun pokok yang diterima oleh penerima pensiun PNS.

Berdasarkan Peraturan Menteri Keuangan Republik Indonesia Nomor 170/PMK.02/2016 tentang Penyediaan Dana Program Penyesuaian Pensiun Eks Pegawai Negeri Sipil Departemen Perhubungan pada PT Kereta Api Indonesia (Persero) Penetapan Pendanaan Bersama Pembayaran Manfaat Pensiun antara APBN, Hasil Investasi dari Akumulasi Dana Pensiun Pegawai PT Kereta Api Indonesia (Persero) dan Perusahaan menetapkan bahwa kontribusi pendanaan Perusahaan sebesar 11%, Hasil Investasi dari Akumulasi Dana Pensiun Pegawai PT Kereta Api Indonesia (Persero) sebesar 11%; dan Pemerintah sebesar 78% Perusahaan menyelenggarakan program pensiun manfaat pasti bagi pekerja Eks-Perum yang direkrut sebelum Agustus 2009 & pekerja Persero yang direkrut setelah Agustus 2009. Manfaat pensiun dihitung berdasarkan Gaji Dasar Asuransi Pekerja berdasarkan Addendum Dan Pernyataan Kembali Atas Perjanjian Kerjasama Antara PT Kereta Api Indonesia (Persero) Dengan Asuransi Jiwa IFG Tentang Pengelolaan Program Asuransi IFG Pendanaan Hari Tua Bagi Pegawai dan Program Asuransi IFG Anuitas Prima Bagi Pensiunan PT Kereta Api Indonesia Persero.

Pension Program [GRI 201-3]

As a State-Owned Enterprise (SOE), KAI is committed to complying with all applicable laws and regulations, including those related to manpower. In accordance with Government Regulation No. 64 dated November 29, 2007 regarding Pension Adjustment for Former Transportation Ministry Civil Servants at PT Kereta Api Indonesia (Persero), KAI provides defined benefits to employees who have reached retirement age. Retirees receive a base pension amount adjusted to be equivalent to that received by civil service pensioners.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia No. 170/PMK.02/2016 on the Provision of Funds for the Pension Adjustment Program for Former Civil Servants of the Department of Transportation at PT Kereta Api Indonesia (Persero), the determination of Joint Funding for Pension Benefit Payments between the State Budget (APBN), Investment Returns from the Accumulated Pension Fund of Employees of PT Kereta Api Indonesia (Persero), and the Company establishes that the Company's funding contribution is 11%, Investment Returns from the Accumulated Pension Fund of Employees of PT Kereta Api Indonesia (Persero) is 11%, and the Government contributes 78%. The Company administers a defined benefit pension program for former Perum employees recruited before August 2009 and for Persero employees recruited after August 2009. The pension benefits are calculated based on the Employee Insurance Basic Salary, according to the Addendum and Restatement of the Cooperation Agreement between PT Kereta Api Indonesia (Persero) and IFG Life Insurance regarding the Management of the IFG Old Age Fund Insurance Program for Employees and the IFG Prima Annuity Insurance Program for Retirees of PT Kereta Api Indonesia (Persero).

(Dalam Ribuan Rupiah)

(In Thousands of Rupiah)

Uraian / Description	2024	2023
Program Pensiun Eks PNS / Former Civil Servant Retirement Program	1.065.111.101	1.138.251.753
Program Pensiun Eks Perum dan Persero / Former Perum and Persero Pension Program	4.504.531.649	4.401.673.427
Imbalan Kerja Lain / Other Work Benefits	98.545.304	78.591.696
Total Liabilitas Imbalan Kerja / Total Employee Benefits Liabilities	5.668.188.054	5.618.516.876

Nilai Ekonomi yang Dihasilkan dan Didistribusikan [GRI 2-27, 3-3, 201-1, 201-4]

Keberlanjutan usaha jangka panjang bergantung dari kinerja ekonomi yang dihasilkan dan didistribusikan. Pencapaian kinerja ekonomi yang positif dapat mendorong peningkatan investasi dalam infrastruktur, teknologi, dan sumber daya manusia hingga mendorong kemajuan ekonomi dan mobilitas masyarakat. Perseroan berkomitmen untuk mencapai kinerja ekonomi yang solid melalui strategi bisnis yang efektif, manajemen risiko yang baik, dan investasi dalam inovasi dan infrastruktur.

Pada tahun 2024, KAI menghasilkan nilai ekonomi sejumlah Rp35,93 triliun atau meningkat 29,40% dibanding pada 2023 yang sejumlah Rp27,76 triliun. Nilai ekonomi yang dihasilkan pada 2024 terdiri atas beberapa komponen pendapatan KAI, yaitu pendapatan angkutan penumpang, angkutan barang, angkutan pendukung angkutan KA, pendapatan non-angkutan, serta kompensasi pemerintah. Kompensasi yang diberikan pemerintah sebesar Rp8,29 triliun yang berupa Pendapatan Pelayanan Publik (PSO), Pemeliharaan Infrastruktur, dan Angkutan Perintis. Nilai ekonomi yang dihasilkan tersebut mencerminkan kepercayaan publik dan dukungan pemerintah untuk KAI. [GRI 201-4]. Perseroan mendistribusikan sejumlah Rp14,55 triliun pada 2024. Distribusi nilai ekonomi tersebut disalurkan untuk biaya operasional, pembayaran pajak, penggunaan prasarana, remunerasi pekerja, dan pembayaran kepada pemasok.

Di samping itu, sebagai bentuk kepatuhan terhadap peraturan perundang-undangan, KAI secara rutin melakukan pembayaran penggunaan prasarana pemerintah dan pajak, serta melaporkannya kepada pemerintah. Kepatuhan pajak diawasi oleh Divisi Finance Consolidation dan bekerjasama dengan direktorat pajak setempat. Di samping itu, kami juga berkomitmen kuat untuk menghadirkan manfaat kepada para pemangku kepentingan melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan.

Economic Value Generated and Distributed [GRI 2-27, 3-3, 201-1, 201-4]

Long-term business sustainability depends on the economic value generated and distributed. Positive economic performance enables increased investment in infrastructure, technology, and human capital, ultimately driving economic progress and community mobility. The Company is committed to achieving solid economic performance through effective business strategies, sound risk management, and investments in innovation and infrastructure.

In 2024, KAI generated economic value totaling Rp35.93 trillion, representing a 29.40% increase from Rp27.76 trillion in 2023. The economic value comprised several revenue components: passenger transportation, freight services, rail support services, non-transportation revenue, and government compensation. Government compensation amounted to Rp8.29 trillion, covering Public Service Obligation (PSO) payments, infrastructure maintenance, and pioneer routes. [GRI 201-4] This economic performance reflects public trust and government support for KAI. The Company distributed Rp14.55 trillion in 2024. This economic value distribution was allocated to operational costs, tax payments, use of infrastructure, employee remuneration, and payments to suppliers.

Furthermore, in compliance with regulations, KAI regularly makes payments for government infrastructure usage and taxes, reporting these to relevant authorities. Tax compliance is monitored by the Finance Consolidation Division in coordination with local tax offices. Additionally, we maintain a strong commitment to delivering benefits to stakeholders through our Corporate Social and Environmental Responsibility (CSER) programs.

Dampak Ekonomi bagi Pemangku Kepentingan

(Dalam Ribuan Rupiah)

Economic Impact for Stakeholders

(In Thousands of Rupiah)

No	Uraian / Description	2024 (Rp)	2023 (Rp)	2022 (Rp)
Nilai Ekonomi yang Dihasilkan / Economic Value Generated				
1	a. Pendapatan Angkutan Penumpang / Revenues from Passenger Transportation	11.918.953.987	9.941.825.625	6.964.495.288
	b. Pendapatan Angkutan Barang / Revenues from Freight Transportation	12.800.771.997	11.646.062.369	9.833.032.266
	c. Pendapatan Pendukung Angkutan KA / Revenues from Transportation Support Train	1.014.839.810	869.775.827	713.611.038
	d. Pendapatan Non Angkutan / Revenues from Non-Transportation	1.900.481.476	1.780.153.295	1.575.688.040
	e. Kompensasi Pemerintah / Government Compensation	8.291.362.639	3.526.469.925	3.880.245.033
	Total Nilai Ekonomi yang Dihasilkan / Total Economic Value Generated	35.926.409.909	27.764.287.041	22.967.071.664
Nilai Ekonomi yang didistribusikan dalam bentuk: / Economic Value distributed in the form of:				
2	a. Biaya Operasional / Operating Expenses	5.233.308.116.000	4.227.212.786	3.664.532.070
	b. Pembayaran Terhadap Pemerintah / Payments to Government	1.388.621.324	1.108.901.086	482.366.417
	i. Penggunaan Prasarana / Infrastructure Usage	1.004.309.937	656.220.091	221.003.573
	ii. Pembayaran Pajak / Tax Payment	384.311.387	452.680.995	261.362.844
	c. Pembayaran Terhadap Pekerja / Payments to Employees	7.458.540.199	7.261.135.359	6.469.435.899
	d. Pembayaran Kepada Masyarakat (Penyaluran Dana TJSL) / Payment to Public (TJSL Fund Distribution)	16.500.000	14.999.622	9.792.154
	f. Pembayaran kepada Pemasok / Payment to Suppliers	14.294.353.570	12.614.784.291	9.701.299.799
	Total Nilai Ekonomi yang didistribusikan / Total Economic Value Distributed	14.546.636.417	25.227.033.143	20.327.426.338
3	Nilai Ekonomi yang ditahan - Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada Induk / Retained Economic Value - Income (Loss) for the Year Attributable to the Parent Entity	2.211.973.665	1.873.921.301	1.782.040.477

Dampak Ekonomi Tidak Langsung [GRI 203-1, 203-2, 204-1]

Sebagai wujud kontribusi bagi pemangku kepentingan, KAI melakukan berbagai inisiatif penyaluran nilai ekonomi. Inisiatif tersebut terlaksana melalui sejumlah program dan kegiatan pemberdayaan, berupa dukungan layanan bagi pemangku kepentingan serta pembangunan infrastruktur umum bagi masyarakat. Pada 2024 Perseroan melakukan pemetaan terhadap dukungan layanan bagi pemangku kepentingan sebagai berikut:

Indirect Economic Impacts [GRI 203-1, 203-2, 204-1]

As part of our commitment to stakeholder value creation, KAI has implemented various economic value distribution initiatives. These initiatives are delivered through empowerment programs and activities, including stakeholder service support and public infrastructure development. In 2024, the Company mapped its stakeholder service support across the following areas:

Dampak Ekonomi bagi Pemangku Kepentingan [GRI 203-2]

(Dalam ribuan Rupiah)

Economic Impact for Stakeholders [GRI 203-2]

(In thousands of Rupiah)

Uraian / Description	2024	2023	2022
Aktivitas Operasi / Operational Activities			
Pembayaran kepada Pemasok / Payment to Suppliers	(4.294.353.570)	(12.614.784.290)	(9.701.299.798)
Pembayaran kepada Pekerja / Payment to Employees	(7.458.540.199)	(7.261.135.359)	(6.469.435.899)
Pembayaran kepada Pemerintah / Payment to Government	(1.004.309.937)	(656.220.091)	(221.003.573)
Pembayaran Pajak Penghasilan / Income Tax Payment	(384.311.387)	(452.680.995)	(261.362.844)
Pembayaran Beban Keuangan / Financial Expenses Payment	(2.411.259.511)	(1.357.714.336)	(900.937.343)

Dampak Ekonomi bagi Pemangku Kepentingan

(Dalam ribuan Rupiah)

Economic Impact for Stakeholders

(In thousands of Rupiah)

Uraian / Description	2024	2023	2022
Aktivitas Pendanaan / Financing Activities			
Pembayaran Pinjaman Bank Jangka Pendek / Payment of Short-Term Bank Loans	(6.193.008.174)	(6.007.777.797)	(14.606.472.528)
Pembayaran Pinjaman Bank Jangka Panjang / Payment of Long-Term Bank Loans	(1.297.379.732)	(1.236.391.211)	(941.505.588)
Pembayaran Liabilitas Sewa / Payment of Lease Liabilities	(70.992.284)	(31.554.208)	(37.190.355)
Pembayaran Pinjaman Program PEN / Repayment from government loans	(218.750.000)	(437.500.000)	-
Pembayaran Obligasi / Repayment of Bonds	(1.900.000.000)	-	(1.000.000.000)
Pembayaran Biaya Emisi Obligasi / Payment of Issuance Costs Bonds	(9.014.200)	-	(5.041.083)
Pembayaran Biaya Emisi Sukuk / Payment of Issuance Costs Sukuk	(3.418.720)	-	(1.785.917)
Pembayaran Dividen Entitas Anak / Subsidiary Dividend Payment	(570.036)	(448.465)	(298.264)

Perseroan juga berkomitmen menghadirkan dampak ekonomi tidak langsung berupa penyaluran dukungan infrastruktur bagi lingkungan. Informasi mengenai hal tersebut diungkapkan pada subbagian Kegiatan Tanggung Jawab Sosial Lingkungan pada Laporan Keberlanjutan ini.

The Company remains committed to generating indirect economic impacts through infrastructure support for local communities. Detailed information regarding these initiatives is disclosed in the Corporate Social Responsibility section of this Sustainability Report.

Bantuan dari Pemerintah [GRI 201-4]

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 52 tahun 2024 tanggal 31 Desember 2024 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia, menyatakan bahwa Negara Republik Indonesia telah melakukan penambahan penyertaan modal sebesar Rp2 triliun. Dana tersebut digunakan untuk menambah armada Kereta Rel Listrik (KRL) guna mengatasi lonjakan penumpang.

Government Assistance [GRI 201-4]

Based on Government Regulation of the Republic of Indonesia No. 52 of 2024 dated December 31, 2024, regarding Additional of Republic Indonesia's Capital into Share Capital of (Persero) PT Kereta Api Indonesia, it was stated that the State of Republic Indonesia had added up its capital investment to the Company's amounting to Rp2 trillion. The funds were used for supporting the availability of Electric Multiple Unit (EMU) facilities to meet the needs of urban railway passenger transport.

Kinerja Lingkungan Hidup

Environmental Performance



Aktivitas operasional KAI memiliki keterkaitan dengan lingkungan hidup, terutama dalam aspek penggunaan energi, emisi, serta pengelolaan limbah dan sumber daya alam. Oleh karena itu, Perusahaan berkomitmen untuk meminimalkan dampak lingkungan melalui penerapan prinsip-prinsip keberlanjutan dalam setiap kegiatan operasional.

Pada bagian kinerja lingkungan hidup akan dijelaskan informasi mengenai biaya lingkungan hidup, penggunaan material yang ramah lingkungan, jumlah dan intensitas energi yang digunakan, upaya dan pencapaian efisiensi energi, penggunaan energi terbarukan, serta penggunaan air.

Pada bagian ini juga mengungkapkan informasi mengenai upaya KAI dalam menjaga konservasi keanekaragaman hayati, jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya, upaya dan pencapaian pengurangan emisi yang dilakukan, jumlah limbah dan efluen yang dihasilkan berdasarkan jenis, mekanisme pengelolaan limbah dan efluen, tumpahan yang terjadi, serta jumlah dan materi pengaduan lingkungan hidup yang diterima dan diselesaikan yang relevan dengan kegiatan usaha KAI.

ASPEK UMUM

Biaya Lingkungan Hidup [OJK F.4]

Dalam melakukan pengelolaan lingkungan hidup, KAI telah mengimplementasi sertifikasi ISO 14001:2015 tentang Sistem Manajemen Lingkungan secara menyeluruh pada aktivitas operasionalnya. Selain itu, KAI juga telah melakukan pendataan dan analisis mendalam mengenai seluruh kegiatan yang sejalan dengan nilai-nilai keberlanjutan, khususnya dalam aspek lingkungan hidup. Pendataan dan analisis ini bertujuan untuk mengevaluasi komitmen Perseroan dalam mewujudkan kegiatan bisnis yang ramah lingkungan dan bertanggung jawab.

KAI's operational activities are intrinsically linked to the environment, particularly in terms of energy consumption, emissions, as well as waste and natural resource management. Therefore, the Company is committed to minimizing environmental impact by implementing sustainability principles across all operational activities.

The environmental performance section will disclose information regarding environmental costs, use of environmentally friendly materials, volume and intensity of energy consumption, energy efficiency initiatives and achievements, utilization of renewable energy, and water consumption.

This section also discloses information on KAI's efforts to maintain biodiversity conservation, the amount and intensity of emissions produced by type, efforts and achievements in reducing emissions made, the amount of waste and effluent produced by type, waste and effluent management mechanisms, spills that occur, and the number and material of environmental complaints received and resolved that are relevant to KAI's business activities.

GENERAL ASPECT

Environmental Costs [OJK F.4]

In its environmental management efforts, KAI has comprehensively implemented ISO 14001:2015 certification for Environmental Management Systems across all operational activities. Additionally, KAI has conducted thorough data collection and analysis of all operations aligned with sustainability values, particularly in environmental aspects. This data collection and analysis aims to evaluate the Company's commitment to realizing environmentally friendly and responsible business practices.

Kinerja Lingkungan Hidup
Environmental Performance

Sepanjang tahun 2024 KAI telah menjalankan kegiatan yang mendukung pelestarian lingkungan dengan realisasi biaya mencapai Rp7.329.611.835,- meningkat dari tahun 2023 yang sejumlah Rp5.239.970.577,- dengan uraian sebagai berikut:

Throughout 2024, KAI has carried out activities that support environmental preservation with cost realization reaching Rp7,329,611,835, an increase from 2023 which amounted to Rp5,239,970,577, with the following description:

Realisasi Biaya Lingkungan Hidup Tahun 2024

Realization of Environmental Cost in 2024

No.	Program / Program	Output	Uraian / Description	Biaya (Rp) / Cost (Rp)
1	KAI Pling (Peduli Lingkungan) / KAI Pling (Care for Environment)	54 Tempat Sarana dan Prasarana Umum / 54 Public Facilities and Infrastructure Places	Perseroan memberikan bantuan berupa perbaikan jalan umum, pembangunan dan peningkatan sarana prasarana olahraga, serta perbaikan jembatan penyebrangan umum sebagai upaya mendukung pembangunan infrastruktur yang bermanfaat langsung bagi masyarakat dan meningkatkan kualitas hidup di lingkungan sekitar / The Company provides assistance such as repairing public roads and building, improving sports facilities and infrastructure, and repairing public pedestrian bridges as an effort to support infrastructure development that directly benefits the community and improves the quality of life in the surrounding environment.	4.255.476.500

No.	Program / Program	Output	Uraian / Description	Biaya (Rp) / Cost (Rp)
2	KAI Sar-I (Sarana Ibadah) / KAI Sar-I (Worship Facilities)	58 Tempat Sarana Ibadah / 58 Places of Worship Facilities	Bantuan yang diberikan melalui program ini mencakup pembangunan masjid, musala, gereja, serta sarana ibadah lainnya, termasuk pemberian bantuan karpet dan perlengkapan ibadah, sebagai bentuk dukungan terhadap pemenuhan kebutuhan spiritual dan kenyamanan beribadah bagi masyarakat lintas agama / Assistance provided through this program includes the construction of mosques, prayer rooms, churches, and other places of worship, including the provision of carpets and prayer equipment, as a form of support for fulfilling spiritual needs and comfort of worship for people of various religions.	1.934.736.706
3	KAI Go Green	22 Lokasi Penanaman Pohon / 22 Tree Planting Locations	Program ini mencakup berbagai bentuk bantuan di bidang pelestarian lingkungan, antara lain penanaman pohon di wilayah operasional perusahaan, pengelolaan sampah, penyediaan sanitasi dan akses air bersih, serta pemberian alat kendaraan operasional untuk pengangkutan sampah, sebagai upaya mendukung terciptanya lingkungan yang bersih, sehat, dan berkelanjutan. / This program includes various forms of assistance in the field of environmental conservation, including planting trees in the Company's operational areas, waste management, provision of sanitation and access to clean water, and provision of operational vehicles for waste transportation, as an effort to support the creation of a clean, healthy, and sustainable environment.	807.571.629
4	Mendukung Sosialisasi Keselamatan PERKA / Supporting PERKA Safety Dissemination	199 Titik Lokasi / 199 Location Points	Perseroan melaksanakan sosialisasi Peraturan Keamanan dan Keselamatan (PERKA) di lingkungan wilayah operasional perusahaan, yang dilakukan secara kolaboratif Bersama unit Pengamanan (PAM) dan komunitas Railfans, guna meningkatkan kesadaran serta partisipasi publik dalam menjaga keselamatan dan ketertiban di area perkeretaapian. / The Company carries out dissemination of the Security and Safety Regulations (PERKA) in the Company's operational areas, which is carried out collaboratively with the Security Unit (PAM) and the Railfans community, in order to increase public awareness and participation in maintaining safety and order in the railway area.	331.827.000
Jumlah				7.329.611.835

ASPEK MATERIAL

Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Sejak tahun 2018, KAI telah menerapkan komitmen untuk mendukung program pemerintah dalam mengurangi sampah plastik, yang diwujudkan dengan penggunaan kemasan ramah lingkungan pada 100% produk makanan dan minuman yang dijual dalam perjalanan kereta api. Kemasan ramah lingkungan tersebut menggunakan material kertas, serat jagung, dan serat tebu. Bahan organik alami tersebut selain aman untuk makanan juga mudah terurai. Penggunaan kemasan tersebut diharapkan mampu berperan secara signifikan sebagai upaya meminimalisasi penggunaan plastik. Selain itu KAI juga mengeluarkan Surat Edaran Pembatasan Penggunaan Plastik Sekali Pakai dan Bahan Yang Sulit Terurai Nomor SE.U/KL.403/VIII/2/KA-2024. Hal ini untuk meningkatkan kesadaran pekerja untuk mengurangi dampak negatif penggunaan plastik sekali pakai dan bahan yang sulit terurai terhadap lingkungan dalam upaya mewujudkan lingkungan yang bersih dan sehat serta berkelanjutan. [GRI 301-1, 301-2, 301-3]

Pada tahun 2024, KAI turut serta mendukung lingkungan berkelanjutan dengan melakukan pengurangan penggunaan kertas *boarding pass* melalui *Face Recognition Boarding Gate* dan *e-boarding* pada Access by KAI. Penerapan *Face Recognition Boarding Gate* juga berpengaruh terhadap

MATERIAL ASPECT

Use of Environmentally Friendly Materials [OJK F.5]

Since 2018, KAI has implemented a commitment to support government programs to reduce plastic waste, which is realized by using environmentally friendly packaging on 100% of food and beverage products sold on train trips. This environmentally friendly packaging uses paper, corn fiber and sugar cane fiber. Apart from being safe for food, this natural organic material is also easily decomposed. The use of this packaging is expected to play a significant role in efforts to minimize the use of plastic. Additionally, the Company has issued Circular Letter No. SE.U/KL.403/VIII/2/KA-2024 on the Restriction of Single-Use Plastics and Non-Biodegradable Materials. This initiative aims to raise employee awareness about reducing the environmental impact of single-use plastics and non-biodegradable materials, supporting efforts to create a clean, healthy, and sustainable environment. [GRI 301-1, 301-2, 301-3]

In 2024, KAI participated in supporting a sustainable environment by reducing the use of paper boarding passes through the Face Recognition Boarding Gate and e-boarding at Access by KAI. The implementation of the Face Recognition Boarding Gate also has an impact on the efficiency of paper

efisiensi biaya pembelian kertas di sepanjang tahun 2024. Hingga 31 Desember 2024, KAI mencatat penggunaan kertas sebesar 78.890 rol, menurun 6,41% atau setara dengan 5.410 rol dibandingkan dengan tahun lalu sebesar 84.300 rol.

ASPEK ENERGI

Jumlah dan Intensitas Energi yang Digunakan [OJK F.6] [GRI 302-1, 302-2]

KAI telah melakukan penghitungan terhadap jumlah energi terbarukan berupa listrik yang berasal dari tenaga surya dan energi tak terbarukan yang berupa listrik dari Perusahaan Listrik Negara (PLN), Bensin, dan Biosolar B35. Penghitungan yang ditampilkan sudah mencakup masing-masing unit kerja pada wilayah operasional, dengan hasil sebagai berikut:

purchasing costs throughout 2024. As of December 31, 2024, KAI recorded paper usage of 78,890 rolls, a decrease of 6.41% or equivalent to 5,410 rolls compared to the previous year at 84,300 rolls.

ENERGY ASPECT

Amount and Intensity of Energy Used [OJK F.6] [GRI 302-1, 302-2]

KAI has conducted calculations on the amount of renewable energy in the form of electricity from solar power and non-renewable energy in the form of electricity from the State Electricity Company (PLN), gasoline, and Biosolar B35. The displayed calculations already cover each work unit in the operational area, with the following results:

Pemakaian Energi Baru Terbarukan

New and Renewable Energy Usage

No.	Uraian / Description	Listrik (kWh) / Electricity (kWh)		
		2024	2023	2022
1	Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	342.650	-	-
2	Balai Yasa Lahat / Lahat Railway Workshop	422.400	-	-
3	Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	194.700	-	-
4	Balai Yasa Tegal / Tegal Railway Workshop	352.550	-	-
5	Balai Yasa Manggarai / Manggarai Railway Workshop	-	252.000	-
6	DAOP 1 Jakarta / Operation Area 1 Jakarta	147.200	472.600	140.000
7	DAOP 2 Bandung / Operation Area 2 Bandung	245.500	-	60.000
8	DAOP 3 Cirebon / Operation Area 3 Cirebon	-	80.300	-
9	DAOP 4 Semarang / Operation Area 4 Semarang	-	123.200	6.000
10	DAOP 5 Purwokerto / Operation Area 5 Purwokerto	-	102.500	-
11	DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	28.600	107.300	-
12	DAOP 7 Madiun / Operation Area 7 Madiun	-	14.400	-
13	DAOP 8 Surabaya / Operation Area 8 Surabaya	-	134.000	-
14	DAOP 9 Jember / Operation Area 9 Jember	-	28.000	-
15	DIVRE I Sumatera Utara / Regional Division I North Sumatera	40.000	-	-
16	DIVRE II Sumatera Barat / Regional Division II West Sumatera	40.000	-	-
17	DIVRE III Palembang / Regional Division III Palembang	122.100	-	-
Jumlah / Total		1.935.700	1.314.300	206.000

Pemakaian Energi Baru Terbarukan

New and Renewable Energy Usage

No.	Uraian / Description	2024 Biosolar B35 / Biosolar B35	2023 Biosolar B30 / Biosolar B30	2022 Biosolar B30 / Biosolar B30
Per Wilayah / Per Region				
1	DAOP 1 Jakarta / Operation Area 1 Jakarta	48.273	2.738	2.738
2	DAOP 2 Bandung / Operation Area 2 Bandung	20.130	3.555	0
3	DAOP 3 Cirebon / Operation Area 3 Cirebon	5.234	12.229	8.110
4	DAOP 4 Semarang / Operation Area 4 Semarang	12.581	10.260	10.800
5	DAOP 5 Purwokerto / Operation Area 5 Purwokerto	11.129	11.759	11.699
6	DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	48.273	19.615	11.432
7	DAOP 7 Madiun / Operation Area 7 Madiun	4.964	6.280	2.570
8	DAOP 8 Surabaya / Operation Area 8 Surabaya	50.953	10.330	11.503
9	DAOP 9 Jember / Operation Area 9 Jember	8.633	7.764	7.610
10	DIVRE I Sumatera Utara / Regional Division I North Sumatera	5.880.097	6.131.057	5.280.622
11	DIVRE II Sumatera Barat / Regional Division II West Sumatera	3.105.101	2.204.341	2.246.955
12	DIVRE III Palembang / Regional Division III Palembang	2.251	6.492	11.162
13	DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang	65.419	10.200	4.200
14	BY Manggarai	24.800	25.109	24.807
15	BY Yogyakarta	400	0	0
16	BY Lahat	10.800	22.155	9.180
17	BY Surabaya Gubeng	17.000	26.900	18.150
18	BY Tegal	1.313	7.043	6.205
19	BY Pulubrayan	0	6.214	5.047

Energi Tak Terbarukan

Non-Renewable Energy

No.	Uraian / Description	Listrik (kWh) / Electricity (kWh)			Bensin (liter) / Fuel (liter)		
		2024	2023	2022	2024	2023	2022
1	Kantor Pusat / Head Office	2.731.798	2.642.701	2.642.201	42.623	3.652.251	3.578.525
Per Wilayah / Per Region							
2	DAOP 1 Jakarta / Operation Area 1 Jakarta	114.922	28.576.345	25.960.115	0	13.333	24.081
3	DAOP 2 Bandung / Operation Area 2 Bandung	3.889.471	4.691.807	5.404.404	1.157	5.690	31.897
4	DAOP 3 Cirebon / Operation Area 3 Cirebon	4.211.483	3.529.023	3.224.381	13.409	16.892	16.994
5	DAOP 4 Semarang / Operation Area 4 Semarang	9.068.936	8.637.081*	8.108.486*	5.027	4.788	4.080
6	DAOP 5 Purwokerto / Operation Area 5 Purwokerto	4.213.969	3.286.523	3.035.060	6.348	5.849	5.789
7	DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	5.838.844	4.562.658*	3.978.165*	20.586	19.152*	16.181*
8	DAOP 7 Madiun / Operation Area 7 Madiun	5.059.756	5.080.077	4.580.982	4.086	5.500*	5.577*

No.	Uraian / Description	Listrik (kWh) / Electricity (kWh)			Bensin (liter) / Fuel (liter)		
		2024	2023	2022	2024	2023	2022
9	DAOP 8 Surabaya / Operation Area 8 Surabaya	9.390.774	7.926.990	6.724.053	92.199	91.253*	89.101*
10	DAOP 9 Jember / Operation Area 9 Jember	1.542.597	1.256.657*	1.080.070*	10.560	0	0
11	DIVRE I Sumatera Utara / Regional Division I North Sumatera	4.099.740	3.082.872	2.650.703	10.440	2.520	2.520
12	DIVRE II Sumatera Barat / Regional Division II West Sumatera	634.455	596.948	508.843	13.432	19.502*	16.484*
13	DIVRE III Palembang / Regional Division III Palembang	5.126.720	4.916.942*	3.877.374*	87.716	88.054*	84.526*
14	DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang	4.755.348	3.603.359	3.077.489	67.220	1.200	7.200
15	BY Manggarai	1.131.965	1.088.464	1.030.768	8.854	8.728*	6,378*
16	BY Yogyakarta	966.203	1.018.869*	814.608*	4.510	4.849*	2.661*
17	BY Lahat	1.217.286	1.174.944	898.819	2.800	1.200	900
18	BY Surabaya Gubeng	1.106.766	114.490	98.340	2.119	2.097	2.204
19	BY Tegal	731.024	693.158	679.784	5.298	5.825	4.493
20	BY Pulubrayan	556.763	556.763	1.336.394	0	0	0

*Disajikan Kembali / Restated

Total Penggunaan Energi

Total Energy Use

No.	Sumber / Source	Satuan / Unit	2024	2023*	2022*
1	Listrik dari PLTS / Electricity from PLTS	GWh	1,94	1,31	0,21
		GJ	6.969	4.731	742
2	Listrik dari PLN / Electricity from PLN	GWh	66,27	87,04	79,71
		GJ	238.586	313.332	286.960
3	Bensin / Fuel	Kilo Liter	398	3.949	3.893
		GJ	13.625	135.045	133.148
4	Biosolar B35 / Biodiesel B35	Kilo Liter	9.317	8.524	7.673
		GJ	353.128	323.061	290.799
Jumlah / Total		GJ	612.721	776.648	711.648

*Disajikan Kembali / Restated

- 1 Liter Bensin = 0.0342 GJ
- 1 Liter Solar = 0.0379 GJ
- Konversi BBM (Bensin dan Biosolar) dari satuan liter ke dalam satuan Joule dilakukan dengan mengacu kepada Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional - Kementerian Lingkungan Hidup 2012 (ref: IPCC 2006)
- 1 kWh Listrik = 0,0036 GJ
Konversi listrik dari satuan kWh ke dalam satuan Joule dilakukan dengan mengacu pada Dirjen Kelistrikan Kementerian ESDM (GRI 2017) dan <https://www.iea.org/statistics/resources/unitconverter>
- 1 Liter of Fuel = 0.0342 GJ
- 1 Liter of Diesel = 0.0379 GJ
- The conversion of fuel (Fuel and Biodiesel) from liters to Joules is based on the Guidelines for the Implementation of National Greenhouse Gas Inventory - Ministry of Environment 2012 (ref: IPCC 2006).
- 1 kWh of Electricity = 0.0036 GJ
The conversion of electricity from kWh to Joules is based on the Directorate General of Electricity of the Ministry of Energy and Mineral Resources (GRI 2017) and <https://www.iea.org/statistics/resources/unitconverter>

Inisiatif keberlanjutan dan usaha yang dilakukan KAI berhasil menurunkan intensitas pemakaian energi pada semua perbandingan mencakup jumlah penumpang, jumlah ton barang, dan total pendapatan.

KAI's sustainability initiatives and efforts have succeeded in reducing the intensity of energy use in all comparisons including the number of passengers, the number of tons of goods, and total revenue.

Intensitas Energi [GRI 302-3]

Energy Intensity [GRI 302-3]

Energi / Energy	Satuan / Unit	2024	2023	2022
Total Penggunaan Energi / Energy Usage Amount	GJ	612.721	776.170	711.648
Jumlah Produksi / Production Quantity	Penumpang / Passenger	453.343.189	388.776.603	284.448.804
Intensitas Pemakaian Energi per Penumpang / Energy Usage Intensity per Passenger	Gigajoules/ Penumpang / Gigajoules/Passenger	0,0014	0,0020	0,0025
Jumlah Produksi Angkutan Barang / Cargo Production Quantity	Ton Barang / Ton Cargo	69.201.670	63.694.966	58.006.880
Intensitas Pemakaian Energi per Ton Barang / Energy Usage Intensity per Ton Cargo	Gigajoules/Ton Barang / Gigajoules/Ton Cargo	0,0089	0,0122	0,0123
Total Pendapatan / Total Revenue	Miliar Rp / Billion Rp	36.108.216	35.106.535	25.577.639
Intensitas Pemakaian Energi per Pendapatan / Energy Usage Intensity per Revenue	Gigajoules/Miliar Rp / Gigajoules/Billion Rp	0,0170	0,0221	0,0278

Pada tahun 2024, KAI berhasil menunjukkan adanya penurunan konsumsi energi yang digunakan untuk aktivitas operasional Perusahaan. KAI juga memastikan bahwa data konsumsi energi sepanjang tahun 2024 telah diverifikasi oleh pihak ketiga, sehingga informasi yang disampaikan telah diaudit secara optimal dan independen.

In 2024, KAI successfully demonstrated a decrease in energy consumption used for the Company's operational activities. KAI also ensures that energy consumption data throughout 2024 has been verified by a third party, so that the information submitted has been audited optimally and independently.

Kebijakan Penggunaan Energi Baru Terbarukan dan Implementasinya

KAI menerapkan kebijakan dalam penggunaan energi baru terbarukan dalam aktivitas operasi Perusahaan sebagai wujud kontribusi bagi pemenuhan tujuan-tujuan pembangunan berkelanjutan (*Sustainable Development Goals/SDGs*). Kebijakan tersebut diatur dalam Kebijakan *Health, Safety, Security, and Environment* (HSSE) Nomor: KS.102/XII/1/KA-2022 dan Kebijakan Keberlanjutan Nomor:KL.504/IX/13/KA-2024, yang secara khusus menyatakan tujuan KAI dalam mengadaptasi perubahan iklim dengan ikut berkontribusi menurunkan emisi karbon antara lain melalui penerapan penggunaan energi baru terbarukan dalam aspek lingkungan.

New and Renewable Energy Policy and Its Implementation

KAI has implemented a renewable energy policy in its operational activities as part of its commitment to achieving the Sustainable Development Goals (SDGs). This policy is governed by the Health, Safety, Security, and Environment (HSSE) Policy No. KS.102/XII/1/KA-2022 and the Sustainability Policy No. KL.504/IX/13/KA-2024, which specifically outline KAI's objectives in climate change adaptation by contributing to carbon emission reduction. This includes, among other measures, the implementation of renewable energy initiatives within environmental aspects.

Untuk mendukung pelaksanaan Kebijakan HSSE dan Kebijakan Keberlanjutan berjalan optimal, sepanjang tahun 2024 KAI telah mensosialisasikan kepada seluruh wilayah operasional KAI baik secara digital (melalui *Rail Document System* maupun *E-Office*), maupun sosialisasi secara langsung kepada jajaran Daop, Divre, dan Anak Perusahaan yang dipasang pada Kantor, Stasiun, serta Unit Pelayanan Teknis lainnya. Kebijakan HSSE dan Kebijakan Keberlanjutan diwujudkan dalam bentuk sejumlah kegiatan, antara lain penggunaan bahan bakar B35, pemasangan panel surya di sejumlah stasiun, serta penggunaan kendaraan berbasis listrik pada aktivitas operasional.

Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan [OJK F.7] [GRI 3-3, 302-4, 302-5]

KAI melakukan upaya pencapaian efisiensi energi dengan cara penghematan listrik sebagai langkah mengurangi dampak lingkungan dari aktivitas Perusahaan sekaligus mendukung program Pemerintah mewujudkan *net zero emission* pada tahun 2060. Pada tahun 2024 penggunaan listrik di kantor pusat KAI mengalami peningkatan dibandingkan tahun 2023. KAI terus menjalankan komitmennya dalam meningkatkan efisiensi energi melalui penggunaan teknologi hemat energi dan praktik operasional yang berkelanjutan serta penerapan inovasi berupa penggunaan energi terbarukan, yaitu tenaga surya untuk memenuhi kebutuhan listrik.

To ensure effective implementation of the HSSE and Sustainability Policies, throughout 2024, KAI has conducted comprehensive dissemination programs across all KAI operational areas. These awareness campaigns have been delivered through both digital channels (via the Rail Document System and E-Office platforms) and in-person sessions for Operational Area, Regional Division, and Subsidiary personnel, with policy materials displayed at the office, stations, and other technical service units. The HSSE and Sustainability Policies have been operationalized through various initiatives, including the implementation of B35 biofuel, the installation of solar panels at multiple stations, and the deployment of electric vehicles for operational activities.

Energy Efficiency Efforts and Renewable Energy Adoption [OJK F.7] [GRI 3-3, 302-4, 302-5]

KAI is actively pursuing energy efficiency through electricity conservation measures, which serve to reduce both the Company's environmental footprint while supporting the Government's net zero emission targets by 2060. In 2024, electricity consumption at KAI's headquarters increased compared to 2023 levels. The Company maintains its commitment to improving energy efficiency by implementing energy-saving technologies, adopting sustainable operational practices, and introducing renewable energy solutions, particularly solar power generation to meet electricity demands.

Proporsi Penggunaan Kereta Listrik

Proportion of Electric Train Usage		
Jenis Kereta / Type of Trains	Jumlah Armada / Total Fleets	Persentase / Percentage
Kereta Listrik / Electrical Trains	246	2,2%
Kereta Non Listrik / Non Electrical Trains	10.940	97,8%
Jumlah / Total	11.186	100%



2022

Sudah Operasional
Already Operated

Stasiun Gambir 40.5 kWP
Gambir Station 45,5 kWp

Gedung JRC 40 kWP
JRC Building 40 kWp

2023

Sudah Operasional
Already Operated

40 Stasiun
40 Stations

Instalasi PLTS di 15 stasiun
PLTS Installation in 15 stations

Balai Yasa Manggarai (Sudah operasional)
Already Operated

Instalasi PLTS di 15 stasiun
PLTS Installation in 15 station

Balai Yasa Yogyakarta (Implementasi tahap I 33 kWP)
33 kWp phase I Implementation



2024

Sudah Operasional
Already Operated

Balai Yasa Yogyakarta 309,65 kWP

Implementasi
Implementation

BY Surabaya 180,4 KWP
BY Tegal 353,65 KWP
BY Lahat 396 KWP
Kantor Divre III 122 KWP
BNI City Station 38,5 KWP
Batu Ceper Station 28,6 KWP
GK Soka 7,2 KWP
GK Cipinang 7,2 KWP

Padalarang Station 82,5 KWP
Cimahi Station 105 KWP
Bandung Station 60,5 KWP
Bandung Office 40,7 KWP
GK Banjar 11,5 KWP
Banjar Station 15,4 KWP
GK Kertosono 14,3 KWP
Medan Station 39,6 KWP
Padang Station 39,6 KWP
Tanjungkarang Station 40,7 KWP

2025

Sudah Operasional
Already Operated

Implementasi
Implementation

1. Bandung Head Office
2. Balai Jembatan
3. BY Sintel
4. BY Mekanik Cirebon
5. Record Center
6. Gedung JRC Tahap II
7. Gambir Station Phase II
8. Rumah Dinas Brawijaya
9. GK Nusa Indah
10. Griya Karya Ciremai
11. Kiaracondong Station

12. Tasik Station
13. Daop 4 Semarang Head Office
14. Klaten Station
15. Wates Station
16. Daop 8 Surabaya Head Office
17. Divre II Head Office
18. Divre IV Head Office
19. BY Pulubrayan
20. Depo Simpang



Implementasi PLTS tahun 2024

Solar Panel Implementation in 2024

Jumlah Titik Pemasangan PLTS / PLTS Installation Points	Total Kapasitas PLTS (KWP) / Total PLTS Capacity (KWP)	Pengurangan Emisi CO ² Nov-Des 2024 (Ton CO ²) / CO ² Emission Reduction Nov- Dec 2024 (Ton CO ²)
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	342,65	96,11
Balai Yasa Lahat / Lahat Railway Workshop	422,40	118,48
Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	194,70	54,61
Balai Yasa Tegal / Tegal Railway Workshop	352,55	98,89
Divre III Palembang / Palembang III Regional Division	122,10	34,25
Stasiun Tanjung Karang / Tanjung Karang Station	50,00	14,03
Stasiun Medan / Medan Station	40,00	11,22
Stasiun Padang / Padang Station	40,00	11,22
Stasiun Banjar / Banjar Station	15,00	4,21
Stasiun Bandung / Bandung Station	60,50	16,97
Stasiun Bandung Skybridge / Bandung Skybridge Station	50,00	14,03
Stasiun BNI City / BNI City Station	14,30	4,01
Stasiun Batu Ceper / Batu Ceper Station	38,50	10,80
Stasiun Padalarang / Padalarang Station	30,00	8,42
Stasiun Cimahi / Cimahi Station	30,00	8,42
Daop II Bandung / Bandung II Operational Area	40,00	11,22
Griya Karya Soka / Karya Soka Work House	40,00	11,22
Griya Karya Cipinang / Cipinang Work House	7,20	2,02
Griya Karya Banjar / Banjar Work House	10,00	2,81
Griya Karya Kertosono / Kertosono Work House	14,30	4,01
Total	1.914,20	118,48

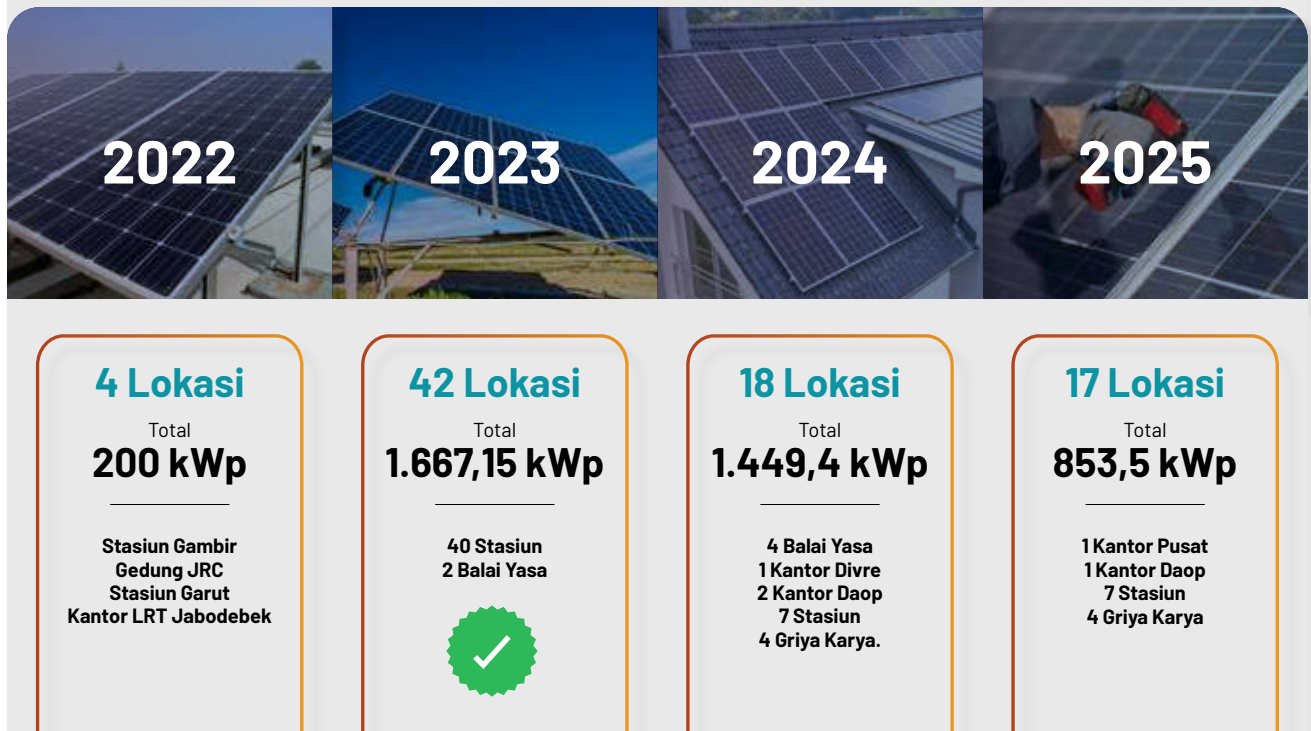
Sebagai bagian dari komitmen terhadap keberlanjutan dan efisiensi energi, KAI telah menyusun *roadmap* pemasangan panel surya dari tahun ke tahun yang menunjukkan peningkatan signifikan dalam kapasitas dan cakupan lokasi. Pada tahun 2024, KAI merealisasikan pemasangan panel surya di 20 lokasi yang terdiri dari 4 Balai Yasa, 1 Kantor Divre, 1 Kantor Daop, 10 Stasiun dan 4 Griya Karya.

Per 31 Desember 2024, penggunaan panel surya telah diimplementasikan di beberapa lokasi yakni Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III.

As part of its commitment to sustainability and energy efficiency, KAI has developed a solar panel installation roadmap demonstrating significant annual growth in capacity and coverage. In 2024, the Company implemented solar panel installations across 20 locations, comprising 4 railway workshops (Balai Yasa), 1 Regional Division (Kantor Divre), 1 Operational Area Offices (Kantor Daop), 10 stations, and 4 Work House (Griya Karya) facilities.

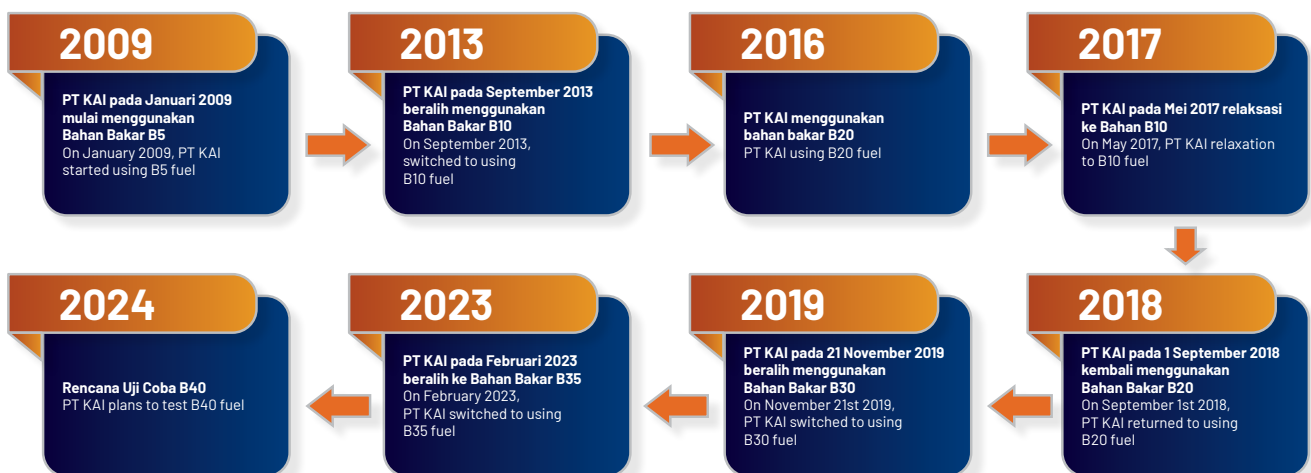
As of December 31, 2024, solar panel implementation has been completed at key locations including Gambir Station, Jakarta Railway Center building, 50 KAI stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office.

Solar Panel Installation Roadmap



KAI berkomitmen untuk mendukung program pemerintah mewujudkan *net zero emission* melalui berbagai langkah strategis. Berawal dari komitmen tersebut, KAI telah mengganti penggunaan bahan bakar solar dengan bahan bakar biosolar, yang terbuat dari solar yang dicampur dengan minyak nabati yang bersumber dari tanaman seperti jarak dan kelapa sawit. Penggunaan bahan bakar biosolar sudah diinisiasi pemerintah sejak 2009. Penelitian dan pengembangan perlahan menaikkan persentase sumber terbarukan dari 5% minyak nabati menjadi 40% minyak nabati sebagaimana *flowchart* berikut:

KAI is committed to supporting the government's program to realize net zero emissions through various strategic steps. Based on the commitment, KAI has replaced the use of diesel fuel with biodiesel fuel, which is made from diesel mixed with vegetable oils sourced from plants such as castor and palm oil. The use of biodiesel fuel has been initiated by the government since 2009. Research and development have slowly increased the percentage of renewable sources from 5% vegetable oil to 40% vegetable oil as shown in the following flowchart:



Pada tahun 2025 KAI berencana mewujudkan bisnis yang ramah lingkungan ditunjukkan melalui penerapan B40 untuk kereta api. Uji penggunaan pada KA dilakukan untuk bahan bakar mesin lokomotif dan mesin genset KA. Uji penggunaan mesin lokomotif dilakukan pada satu kereta barang rute Jakarta-Surabaya, sedangkan uji genset dilakukan pada KA Bogowonto rute Lempuyangan-Pasar Senen. Untuk melakukan uji penggunaan, KAI membangun fasilitas *blending* (pencampuran bahan bakar) dan pengisian bahan bakar di 5 (lima) Lokasi, yaitu Cipinang (Jakarta), Aryawinangun (Cirebon), Lempuyangan (Yogyakarta), Cepu (Blora), dan Pasar Turi (Surabaya).

Selain itu, KAI juga telah melaksanakan pelatihan khusus terkait manajemen energi yang bertujuan untuk meningkatkan kesadaran dalam menurunkan konsumsi energi yang berlebihan. Pelatihan ini merupakan bentuk investasi KAI yang sejalan dengan strategi keberlanjutan, serta upaya konstruktif mengembangkan kapabilitas sumber daya manusia yang terlibat di dalamnya. Berikut ini merupakan informasi mengenai pelatihan khusus terkait manajemen energi yang dilakukan oleh KAI pada tahun 2024:

Materi Jenis Pelatihan / Types of Training	Penyelenggara / Organizers	Peserta Tujuan / Objectives
Pelatihan dan Sertifikasi GRC dan ESGRC / GRC and ESGRC Training and Certification	NTRINSICS	Untuk meningkatkan kompetensi, meningkatkan pengetahuan, dan keterampilan eksekutif di bidang GRC serta ESGRC. / To improve competency, enhance knowledge, and executive skills in the field of GRC and ESGRC. Pelatihan dan sertifikasi ini meliputi Kepatuhan, Tata Kelola Perusahaan, Manajemen Risiko, Manajemen K3L. / This training and certification includes Compliance, Corporate Governance, Risk Management, OHSE Management.
Pelatihan ESG / ESG Training	CRMS	Untuk meningkatkan kompetensi dalam memahami dasar dasar ESG dan membantu pengelolaan risiko yang lebih baik. / To improve competency in understanding the basics of ESG and help better risk management. Pelatihan ini meliputi Manajemen Risiko, Manajemen Bisnis Berkelanjutan, Perencanaan Strategis Perusahaan (Corporate Strategic Planning), Hubungan Pemangku Kepentingan, Manajemen K3L / This training includes Risk Management, Sustainable Business Management, Corporate Strategic Planning, Stakeholder Relations, OHSE Management

ASPEK AIR

Penggunaan Air [OJK F.8][GRI 3-3, 303-1]

Kegiatan usaha KAI dibidang transportasi massal perkeretaapian yang melayani jutaan masyarakat, membutuhkan air bersih setiap harinya. Kebutuhan air bersih digunakan untuk keperluan domestik pekerja dan penumpang seperti kebutuhan di kamar kecil (toilet), wudhu dan lain sebagainya. Selain itu, air bersih juga digunakan dalam kegiatan operasional KAI, terutama untuk pencucian kereta dan gerbong setiap harinya, guna menjaga kebersihan dan kenyamanan sarana transportasi.

In 2025, KAI aims to implement environmentally friendly practices by adopting B40 fuel for trains. A use test was conducted to evaluate the performance of this biofuel in locomotive engines and train generator engines. The test for locomotive engines took place on a freight train operating the Jakarta-Surabaya route, while the generator engine test was conducted on the Bogowonto train along the Lempuyangan-Pasar Senen route. To facilitate these tests, KAI established blending (fuel mixing) and refueling facilities at 5 (five) locations: Cipinang (Jakarta), Aryawinangun (Cirebon), Lempuyangan (Yogyakarta), Cepu (Blora), and Pasar Turi (Surabaya).

In addition, KAI has also conducted special training related to energy management aimed at increasing awareness in reducing excessive energy consumption. This training is a form of KAI's investment in line with the sustainability strategy, as well as a constructive effort to develop the capabilities of the human resources involved in it. Information regarding special training related to energy management conducted by KAI in 2024 is as follows:

WATER ASPECT

Water Usage [OJK F.8][GRI 3-3, 303-1]

KAI's business activities in mass rail transportation, serving millions of people daily, require substantial clean water supplies. The clean water is used for domestic needs of employees and passengers, including restroom (toilet) facilities, ablution areas, and other similar requirements. In addition, clean water is utilized for KAI's operational activities, particularly for the daily washing of trains and carriages to maintain cleanliness and comfort of transportation facilities.

Sumber air yang digunakan oleh KAI sebagian besar berasal dari Perusahaan Daerah Air Minum (PDAM) dan air tanah. Perseroan menggunakan air tanah yang dipompa dengan mesin tanah, jika sewaktu-waktu PDAM bermasalah. Untuk menjaga ketersediaan air bersih, KAI melakukan berbagai upaya efisiensi penggunaan air. KAI mendorong pekerja untuk bijak dalam menggunakan air bersih. Di samping itu, KAI senantiasa memastikan penggunaan air secara internal dan untuk prosedur kebersihan dilakukan secara hemat terutama pada kawasan-kawasan operasional yang merupakan daerah rawan kekeringan.

Selain mengupayakan efisiensi penggunaan air, KAI juga terus berinovasi dalam pengelolaan air secara berkelanjutan. KAI telah mengadopsi teknologi ramah lingkungan dengan mengimplementasikan sistem *automatic train wash plant* (ATWP) di Lintas Raya Terpadu (LRT) Jakarta, Bogor, Depok, dan Bekasi (Jabodebek). Dengan sistem tersebut, pencucian kereta dilakukan secara otomatis dengan efisiensi tinggi dan penggunaan air yang lebih sedikit.

Teknologi ATWP dilengkapi dengan *water treatment system*, yang mengolah air bekas pencucian agar dapat digunakan kembali. Dengan teknologi tersebut, air yang sebelumnya digunakan untuk membersihkan kereta akan disaring untuk memisahkan kotoran, seperti tanah, pasir, oli, dan lemak. Proses tersebut memungkinkan pengurangan konsumsi air baru secara signifikan dan mendukung prinsip daur ulang air secara berkelanjutan. Selain itu, air yang digunakan untuk pembilasan akhir pada sistem ATWP adalah *demineralizing water*, yaitu air murni yang bebas dari mineral dan bahan kimia. **[GRI 303-2]** Hal itu tidak hanya menjaga kualitas kebersihan kereta, tetapi juga memastikan dampak lingkungan yang minimal. Dengan berbagai upaya efisiensi air yang dilakukan, KAI terus berkomitmen untuk mendukung pelestarian sumber daya air.

Untuk mengetahui penggunaan air, KAI melakukan perhitungan secara terperinci penggunaan air pada kantor pusat, seluruh unit di wilayah operasional, dan anak perusahaan, dengan hasil sebagai berikut:

The water sources used by KAI primarily come from Local Water Utilities (PDAM) and groundwater. The Company utilizes groundwater extracted by pumps as backup in the event that PDAM experiences service disruptions. To ensure clean water availability, KAI implements various water efficiency measures. KAI encourages employees to use water resources wisely. Furthermore, KAI consistently ensures water is used efficiently for both internal purposes and cleaning procedures, especially in operational areas prone to drought conditions.

In addition to water efficiency efforts, KAI continues to innovate in sustainable water management. The Company has adopted environmentally friendly technology by implementing Automatic Train Wash Plants (ATWP) for the Jakarta, Bogor, Depok, and Bekasi (Jabodebek) LRT system. This advanced system enables efficient, automated train washing with significantly reduced water consumption.

The ATWP system incorporates a water treatment facility that processes used wash water for reuse. Through this technology, water previously used for train cleaning undergoes filtration to remove contaminants such as dirt, sand, oil, and grease. This process enables substantial reduction in freshwater consumption while supporting sustainable water recycling principles. Furthermore, the ATWP system utilizes demineralized water for final rinsing - purified water free from minerals and chemicals. **[GRI 303-2]** This approach not only maintains train cleanliness standards but also minimizes environmental impact. Through these comprehensive water management initiatives, KAI remains committed to supporting water resource conservation.

To monitor water usage, KAI conducts detailed tracking of water consumption across its head office, all operational units, and subsidiaries, with the following results:

Penggunaan Air KAI [GRI 303-3, 303-5]

KAI Water Use [GRI 303-3, 303-5]

No.	Uraian / Description	Air Permukaan (Megaliter) / Surface Water (Megaliter)			Air Bawah Tanah (Megaliter) / Groundwater (Megaliter)			Air PDAM (Megaliter) / PDAM Water (Megaliter)		
		2024	2023	2022	2024	2023	2022	2024	2023	2022
1	Kantor Pusat / Head Office	0	0	0	0	24,00	21,6	7,45	7,56	6,80
Per Wilayah / Per Region										
2	DAOP 1 Jakarta / Operation Area 1 Jakarta	0	0	0	0	26,76	26,15	0	23,160	29,31
3	DAOP 2 Bandung / Operation Area 2 Bandung	0	0	0	64,09	5,10	5,10	0	10,85	24,43
4	DAOP 3 Cirebon / Operation Area 3 Cirebon	0	0	0	73,94	0	0	5,58	4,92	4,14
5	DAOP 4 Semarang / Operation Area 4 Semarang	0	0	0	142,6	0	0	2,09	1,99	2,34
6	DAOP 5 Purwokerto / Operation Area 5 Purwokerto	0	0	0	66,27	65,48	74,48	10,67	3,80	3,34
7	DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	0	0	0	129,23	12,05	10,12	0	2,45	2,24
8	DAOP 7 Madiun / Operation Area 7 Madiun	0	0	0	6,20	8,30	8,30	5,48	3,15	5,15
9	DAOP 8 Surabaya / Operation Area 8 Surabaya	0	16,43	13,96	0	10,05	10,05	53,00	46,00	40,52
10	DAOP 9 Jember / Operation Area 9 Jember	19,34	17,63*	37,70*	0	0	0	0	17,63	37,69
11	DIVRE I Sumatera Utara / Regional Division I North Sumatera	0	0	0	0,000096	0,06*	0,05*	15,65	0	12,34
12	DIVRE II Sumatera Barat / Regional Division II West Sumatera	3,56	0	2,07	0	0	4,79	26,29	2,05	5,38
13	DIVRE III Palembang / Regional Division III Palembang	91,51	9,80	1,34	0	0	0,38	0	0	10,25
14	DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang	0	0	0	36,50	35,16	36,49	0	0	3,78
15	BY Manggarai	0	0	0	6,13	11,41*	2,15	0	0	0
16	BY Yogyakarta	0	0	0	40,13	43,60	46,88	0	0	0
17	BY Lahat	0	0	172,80	14,75	7,80	7,60	0	0	0
18	BY Surabaya Gubeng	0	0	0	36,95	14,93	15,11	0	0	4,87
19	BY Tegal	0	0	0	5,50	5,50	5,90	0	0,80	0,41
20	BY Pulubrayan	0	0	0	3,96	3,96	3,96	0	0	1,06

*) Disajikan kembali / Restated

Total Penggunaan dan Pengambilan Air Berdasarkan Sumber
[OJK F.8] [GRI 303-3]

Total Water Use and Withdrawal by Source [OJK F.8] [GRI 303-3]

Air / Water	Satuan / Unit	2024	2023	2022
Air Permukaan / Surface Water	Megaliter	114,41	43,86	227,87
Air Tanah / Groundwater	Megaliter	626,25	274,16	279,11
Air PDAM / PDAM Water	Megaliter	179,57	124,36	194,05
Total	Megaliter	920,23	442,38	701,03

Jumlah konsumsi air KAI sebanding dengan jumlah air yang dibuang, sehingga total penggunaan dan pembuangan air adalah sama. Namun KAI belum melakukan pembuangan air berdasarkan tujuan secara rinci. Di tahun mendatang KAI akan melakukan penghitungan untuk meningkatkan upaya pelestarian lingkungan. **[GRI 303-4, 303-5]**

Pada tahun 2024, KAI telah mengimplementasikan strategi pengelolaan air dengan tepat. Hal ini tercermin melalui keberhasilan Perusahaan dalam menyediakan *Water Station* di sejumlah stasiun yang beroperasi. Penerapan *Water Station* ini bertujuan untuk menjaga Kesehatan Masyarakat melalui pemenuhan nutrisi mineralnya. Guna menjaga kualitas air yang baik, KAI telah melakukan pengujian laboratorium (baku mutu) berdasarkan Permenkes No.492 tahun 2010 tentang Persyaratan Kualitas air minum. Hingga akhir tahun 2024, Perseroan telah memiliki *Water Station* sebanyak 81 unit di 23 lokasi berbeda. Adapun rincian lokasi *water station* adalah sebagai berikut:

1. Stasiun Gambir
2. Stasiun Pasar Senen
3. Stasiun Bandung
4. Stasiun Kiaracondong
5. Stasiun Cirebon
6. Stasiun Cirebon Prujakan
7. Stasiun Semarang Tawang Bank Jateng
8. Stasiun Semarang Poncol
9. Stasiun Purwokerto
10. Stasiun Kutoarjo
11. Stasiun Yogyakarta
12. Stasiun Lempuyangan
13. Stasiun Solo Balapan
14. Stasiun Purwosari
15. Stasiun Madiun
16. Stasiun Kertosono
17. Stasiun Kediri
18. Stasiun Blitar
19. Stasiun Surabaya Gubeng
20. Stasiun Surabaya Pasar Turi
21. Stasiun Malang
22. Stasiun Jember
23. Stasiun Tanjung Karang

KAI's water consumption is equal to the amount of water discharged; therefore, the total usage and discharge of water are equal. However, KAI has not yet conducted detailed water disposal by purpose. KAI will conduct calculations in the coming year to improve environmental conservation efforts. **[GRI 303-4, 303-5]**

In 2024, KAI has implemented a proper water management strategy as reflected in the Company's success in providing *Water Stations* at a number of operating stations. The implementation of this *Water Station* aims to maintain Public Health by fulfilling its mineral nutrition. In order to maintain good water quality, KAI has conducted laboratory testing (quality standards) based on Regulation of the Minister of Health No. 492 of 2010 on Drinking Water Quality Requirements. By the end of 2024, the Company has 81 *Water Station* units, in 23 different locations. Details on the locations of the water stations are as follows:

1. Gambir Station
2. Pasar Senen Station
3. Bandung Station
4. Kiaracondong Station
5. Cirebon Station
6. Cirebon Prujakan Station
7. Semarang Tawang Bank Jateng Station
8. Semarang Poncol Station
9. Purwokerto Station
10. Kutoarjo Station
11. Yogyakarta Station
12. Lempuyangan Station
13. Solo Balapan Station
14. Purwosari Station
15. Madiun Station
16. Kertosono Station
17. Kediri Station
18. Blitar Station
19. Surabaya Gubeng Station
20. Surabaya Pasar Turi Station
21. Malang Station
22. Jember Station
23. Tanjung Karang Station

Manajemen Dampak yang Berkaitan dengan Pembuangan Air [GRI 303-2]

KAI memahami pentingnya untuk menjaga kebersihan dan kualitas badan air seperti sungai, danau, dan laut karena merupakan sumber kehidupan bagi manusia dan makhluk hidup lainnya. Upaya menjaga badan air dilakukan oleh KAI dengan memastikan limbah yang dibuang ke lingkungan memenuhi standar baku mutu yang ditetapkan dan tidak mencemari sumber air. KAI melakukan pengujian terhadap kualitas air yang didaur ulang oleh Perusahaan.

Pengujian dilakukan dengan menggunakan laboratorium terakreditasi, guna memastikan bahwa kualitas air hasil daur ulang memenuhi standar dan aman untuk digunakan kembali dalam kegiatan operasional. Pengujian dilakukan pada tiap Daop dan Balai Yasa, sesuai dengan Peraturan Pemerintah (PP) Nomor 22 tahun 2021. Untuk memastikan kepatuhan terhadap peraturan lingkungan, Perseroan memberikan laporan kepada Kementerian KLHK dan Pemerintah setempat yang diberikan setiap 6 (enam) bulan sekali.

Dampak Ekonomi dari Penghematan Air

Efisiensi penggunaan air tidak hanya berdampak positif terhadap pelestarian lingkungan, tetapi juga dapat membantu operasional KAI dalam menghemat biaya pengeluaran untuk PDAM dan biaya listrik pompa air tanah. KAI akan terus menerapkan keberlanjutan demi pelestarian lingkungan dan penguatan ekonomi.

ASPEK KEANEKARAGAMAN HAYATI

Dampak terhadap Keanekaragaman Hayati [OJK F.9]

Kegiatan bisnis KAI tidak berdampak secara langsung terhadap area konservasi atau memiliki keanekaragaman hayati. Walaupun demikian, KAI berkomitmen untuk menjaga dan mengelola dampak negatif terhadap ekosistem. KAI memastikan memenuhi seluruh persyaratan lingkungan mencakup Upaya Pengelolaan Lingkungan Hidup (UKL) dan Upaya Pemantauan Lingkungan Hidup (UPL), Analisis Mengenai Dampak Lingkungan (AMDAL), Dokumen Evaluasi Lingkungan Hidup (DELH) serta Dokumen Pengelolaan Lingkungan Hidup (DPLH).

Pada tahun 2024 KAI telah memiliki dan melaksanakan 37 UKL-UPL pada 12 wilayah operasional, 30 AMDAL yang berada di 7 wilayah, 12 DELH pada 4 wilayah operasional, serta 52 DPLH yang terletak pada 16 wilayah. KAI juga telah melakukan kajian untuk memetakan risiko operasional bisnis Perusahaan terhadap keanekaragaman hayati, yang telah dijabarkan dalam bab tata kelola keberlanjutan.

Management of Water Discharge Impact [GRI 303-2]

KAI understands the importance of maintaining the cleanliness and quality of water bodies such as rivers, lakes, and seas as they are vital life sources for humans and other living creatures. KAI's efforts to protect water bodies include ensuring that waste discharged into the environment meets established quality standards and does not pollute water sources. KAI conducts testing on the quality of water recycled by the Company.

Testing is carried out using an accredited laboratory, to ensure that the quality of recycled water meets standards and is safe for reuse in operational activities. Testing is carried out at each Operational Area and Railway Workshop, in accordance with Government Regulation (PP) No. 22 of 2021. To ensure compliance with environmental regulations, the Company provides reports to the Ministry of Environment and Forestry and the local government every 6 (six) months.

Economic Impact of Water Conservation

Water efficiency initiatives not only create positive environmental benefits but also help PT KAI reduce operational costs, including expenses for PDAM water supply and electricity for groundwater pumps. KAI remains committed to implementing sustainable practices to support both environmental preservation and economic strengthening.

BIODIVERSITY ASPECT

Impact on Biodiversity [OJK F.9]

KAI's business operations do not directly impact conservation areas or biodiversity-rich zones. Nevertheless, KAI remains committed to preventing and managing any potential negative impacts on ecosystems. The Company ensures compliance with all environmental requirements, including Environmental Management and Monitoring Efforts (UKL-UPL) Environmental Impact Assessments (AMDAL), Environmental Evaluation Document (DELH) and Environmental Management Document (DPLH).

In 2024, KAI has had and implemented 37 UKL-UPL in 12 operational areas, 30 AMDAL in 7 areas, 12 DELH in 4 operational areas, and 52 DPLH in 16 areas. KAI has also conducted a study to map the Company's business operational risks to biodiversity, which has been described in the sustainability governance chapter.

Selain itu, KAI berupaya kuat menghadirkan kontribusi positif terhadap upaya pelestarian lingkungan di sekitar area operasional melalui pelaksanaan Tanggung Jawab Sosial Lingkungan Peduli Lingkungan (KAI-Pling). Program KAI-Pling merupakan wujud nyata KAI dalam menyalurkan nilai manfaat terhadap lingkungan, sarana dan prasarana umum, pengelolaan sampah, serta penanaman pohon di wilayah operasional KAI. **[GRI 304-2]**

Untuk program penanaman pohon, dilakukan tidak hanya terbatas pada wilayah operasional Perusahaan, seperti area stasiun, perkantoran, dan sepanjang lintasan rel kereta api, namun juga di luar wilayah operasional bisnis Perseroan. Hal ini merupakan bukti nyata komitmen KAI dalam menjaga kelestarian lingkungan secara berkelanjutan. Sejalan dengan komitmen tersebut, Perseroan turut berkontribusi menyukseskan program BUMN Hijaukan Indonesia sebagai bentuk pelestarian lingkungan dan keanekaragaman hayati. **[GRI 304-3]**

Usaha Konservasi Keanekaragaman Hayati [OJK F.10]

Kegiatan usaha KAI dilaksanakan pada area yang seluruhnya tidak berada di dekat ataupun masuk ke dalam daerah konservasi atau yang memiliki keanekaragaman hayati untuk dilestarikan. Mengacu hal itu, maka tidak terdapat informasi mengenai usaha dan daftar spesies konservasi keanekaragaman hayati untuk diungkapkan pada bagian ini. **[GRI 304-4]** Walaupun demikian, KAI terus-menerus mendukung pelestarian keanekaragaman hayati, baik dalam bentuk penanaman pada area stasiun dan kantor KAI maupun penanaman untuk masyarakat eksternal di sekitar area operasional KAI. Selain itu, KAI juga telah melakukan pemutakhiran kebijakan terkait keanekaragaman hayati dan non-deforestasi dengan memenuhi ruang lingkup yang dibutuhkan serta memperluas cakupannya hingga ke pemasok dan mitra kerja.

Hingga tahun 2024, Perseroan telah melakukan penanaman pohon sebanyak 99.519 pohon, yang tersebar di stasiun dan kantor PT KAI sebanyak 38.558, untuk Masyarakat eksternal sebanyak 52.727, dan KAI Group sebanyak 3.234 pohon. Berikut ini merupakan informasi jumlah pohon yang ditanam oleh Perseroan selama 4 (empat) tahun terakhir:

Furthermore, KAI actively contributes to environmental conservation efforts around its operational areas through its Corporate Social and Environmental Responsibility Program - KAI Peduli Lingkungan (KAI-Pling). The KAI-Pling program demonstrates the Company's tangible contributions to environmental sustainability, including public infrastructure improvements, waste management systems, and tree planting initiatives within KAI's operational areas. **[GRI 304-2]**

The tree planting program extends beyond the Company's operational zones such as stations, offices, and railway tracks to areas outside KAI's business operations. This demonstrates KAI's concrete commitment to sustainable environmental preservation. Aligned with this commitment, the Company actively supports the "BUMN Hijaukan Indonesia" program as part of its environmental and biodiversity conservation efforts. **[GRI 304-3]**

Biodiversity conservation efforts [OJK F.10]

KAI's business operations are conducted in areas that are neither adjacent to nor located within conservation zones or biodiversity-rich areas requiring preservation. Therefore, there is no information regarding biodiversity conservation efforts or lists of species to disclose in this section. **[GRI 304-4]** Nevertheless, KAI continuously supports biodiversity conservation through tree planting initiatives both within KAI station and office areas, as well as in external communities surrounding KAI's operational zones. Moreover, KAI has also updated its policies related to biodiversity and non-deforestation by fulfilling the required scope and expanding its scope to suppliers and work partners.

As of 2024, the Company has planted 99,519 trees, spread across PT KAI stations and offices as many as 38,558, for the external community as many as 52,727, and KAI Group as many as 3,234 trees. Information on the number of trees planted by the Company during the last 4 (four) years:

Tahun / Year	Jumlah Pohon / Number of Trees
2024	5.216
2023	17.123
2022	64.157
2021	13.023
Total	99.519

Pohon yang ditanam dari beragam spesies yang disesuaikan dengan lokasi penanamannya meliputi pohon mangrove, tabebuia, trembesi, buah-buahan, pule, aren, dan sebagainya. KAI juga mengikuti program Gerakan Kolaborasi “BUMN Hijaukan Indonesia” di wilayah sekitar proses bisnis KAI. Pengungkapan mengenai hal tersebut adalah sebagai berikut:

The planted trees consist of various species selected according to their planting locations, including mangrove, tabebuia, rain tree, fruit trees, pule, sugar palm, and others. KAI also participates in the collaborative “BUMN Hijaukan Indonesia” program in areas surrounding its business operations. The disclosure regarding these efforts is as follows:

Jenis Pohon yang Ditanam di Wilayah Operasi KAI

Types of Trees Planted in KAI Operational Areas

No.	DAOP / Operation Area	Jumlah Pohon / Total Trees	Jenis Pohon / Type of Tree
Penanaman pada Stasiun dan Kantor KAI / Planting at KAI Stations and Offices			
1	Daop 1 Jakarta / Operation Area 1 Jakarta	441	Pohon Trembesi, Tabebuia, Miana, Musang King, Monting, Mangga Gincu, Mangga Arum Manis, Mangga KiuJay, Mangga Gedo. / Rain tree, Tabebuia, Miana, Musang King, Monting, Gincu Mango, Arum Manis Mango, KiuJay Mango, Gedo Mango.
2	Daop 2 Bandung / Operation Area 2 Bandung	11.105	Pohon Trembesi, Tabebuia, Pule, Buah-Buahan, Cemara, Pucuk Merah, Bambu, Anset dan Tanaman Hias / Rain tree, Tabebuia, Blackboard tree, Fruits, Spruce, Red lip, Bamboo, Enset, and Ornamental plants
3	Daop 3 Cirebon / Operation Area 3 Cirebon	2.182	Pohon Trembesi, Pucuk Merah dan Brokoli Kuning / Rain tree, Red lip and Yellow Broccoli
4	Daop 4 Semarang / Operation Area 4 Semarang	432	Pohon Pule, Trembesi dan Pucuk Merah / Blackboard tree, Rain tree, and Red lip
5	Daop 5 Purwokerto / Operation Area 5 Purwokerto	773	Pohon Tabebuia, Ketapang, Kencana, Tanaman Hias dan Bunga / Tabebuia tree, Madagascar almond, Ornamental plants and Flowers
6	Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	1.536	Tanaman Hias, Pohon Pule, dan Pohon Buah-Buahan / Ornamental plants, Blackboard tree, and Fruit trees
7	Daop 7 Madiun / Operation Area 7 Madiun	2.258	Pohon Jengkol, Pucuk Merah, Pisang-Pisangan, dan Nusa Indah / Jengkol tree, Red lip, Bananas, and Nusa Indah
8	Daop 8 Surabaya / Operation Area 8 Surabaya	12.094	Pohon Ketapang, Pucuk Merah, Pule, Semarak, Tabebuia, Buah-Buahan dan Tanaman Hias / Country almond tree, Red lip, Blackboard tree, Flamboyant tree, Tabebuia, Fruits and Ornamental plants
9	Daop 9 Jember / Operation Area 9 Jember	395	Pohon Pule / Blackboard tree
10	Divre I Sumatera Utara / Regional Division I North Sumatera	1.445	Pohon Ketapang Mini, Pucuk Merah, Buah-Buahan dan Bunga / Mini country almond tree, Red lip, Fruits and Flowers
11	Divre II Sumatera Barat / Regional Division II West Sumatera	1.236	Pohon Bonsai, Gading, Pucuk Merah, Asoka, Palm, Bougainvillea, Janda Bolong, Brokoli Kuning dan Tanaman Air / Bonsai tree, Ivory, Red shoots, Ashoka tree, Palm, Bougainvillea, Swiss cheese plant, Yellow broccoli, and Aquatic plants

No.	DAOP / Operation Area	Jumlah Pohon / Total Trees	Jenis Pohon / Type of Tree
12	Divre III Palembang / Regional Division III Palembang	663	Penanaman Tanaman Hias Pucuk Merah, Pohon Trembesi, Tabeluya / Ornamental plants, Red lip, Rain tree, and Tabebuia
13	Divre IV Tanjung Karang / Regional Division IV Tanjung Karang	1.632	Pohon Mangga Harum Manis, Pohon Buah-Buahan, Bibit Alpukat Alligator, Bibit Durian, Bibit Kelengkeng / Arumanis mango tree, Fruit trees, Avocado seedlings, Durian seedlings, Longan seedlings
14	Balai Yasa Manggarai / Manggarai Railway Workshop	394	Pohon Buah-buahan / Fruit trees
15	Balai Yasa Tegal / Tegal Railway Workshop	1.053	Pohon Buah-buahan / Fruit trees
16	Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	394	Pohon Buah-buahan dan Tanaman Hias / Fruit trees and Ornamental plants
17	Balai Yasa Lahat / Lahat Railway Workshop	525	Pohon Buah-buahan / Fruit trees
Penanaman bagi Masyarakat Eksternal / Planting for External Communities			
1	Daop 1 Jakarta / Operation Area 1 Jakarta	800	Bantuan Pohon Buah-Buahan, Petai dan Pala, Beringin, Trembesi, Mahoni, Nangka Buah Untuk Penghijauan Yayasan Hutan Lestari Indonesia / Donation of Fruit Trees, Bitter bean and Nutmeg, Weeping fig, Rain tree, Mahogany, Jackfruit for reforestation of Indonesian Sustainable Forest Foundation
2	Daop 4 Semarang / Operation Area 4 Semarang	12	Anting Putri, Cemara Udang, Bonsai Dollar, Jasmine, Bromelia / Water Jasmine, Australian Pine, Dollar Bonsai, Jasmine, Bromelia
3	Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	50.000	Bantuan Bibit Pohon Bambu, Aren, dan Beringin Untuk Penghijauan Sabuk Gunung Pemerintah Kabupaten Temanggung / Donation of Bamboo, Sugar palm and Weeping fig tree seeds for greening the mountain belt of the Temanggung Regency Government
4	Daop 8 Surabaya / Operation Area 8 Surabaya	765	Bantuan Pohon Cemara Laut / Donation of Sea Pine Tree
5	Divre I Sumatera Utara / Regional Division I North Sumatera	6.000	Bantuan Pohon Mangrove untuk Kelompok Tani Cinta Mangrove Gambus Laut Batubara Sumatera Utara / Mangrove tree donation for the Cinta Mangrove Gambus Laut Batubara Farmer Group, North Sumatra
6	Divre IV Tanjung Karang / Regional Division IV Tanjung Karang	150	Bantuan Pohon Buah-Buahan Untuk Penghijauan Desa Belatung Ogan Komering Ulu Lampung / Donation of fruit trees for the greening of Belatung Village, Ogan Komering Ulu, Lampung
Penanaman Pohon di PT Kereta Api Indonesia (Persero) / Tree Planting at PT Kereta Api Indonesia (Persero)			
1	KAI Commuter	2.930	Pohon Jambu Kristal, Jambu Air, Mangga, Kedondong, Sawo, Palem Kuning, Plam Komodoria, Puring, Karet Kebo, Durian, Tabebuia / Crystal Guava Tree, Water Guava, Mango, Ambarella, Sapodilla, Yellow Palm, Komodoria Palm, Croton, Rubber Tree, Durian, Tabebuia
2	KAI Logistik	133	Pohon Kamboja, Bougainvillea, Bunga Sepatu, Bonsai, Pucuk Merah, Ketapang Kencana, Alpukat, Sawo, Jambu, Sirsak, Jeruk, Ketapang, Kelengkeng, Rambutan, Mangga, dan Belimbing / Frangipani Tree, Bougainvillea, Hibiscus, Bonsai, Red Shoot, Golden Ketapang, Avocado, Sapodilla, Guava, Soursop, Orange, Ketapang, Longan, Rambutan, Mango, and Starfruit
3	KAI Services	100	Pohon Pucuk Merah / Red Shoot Tree
4	KAI Properti	-	-
5	KAI Wisata	21	Pule, Tabebuia, dan Trambesi / Pule, Tabebuia, and Rain Tree
6	KAI Bandara	50	Mangga, Jambu Kristal, Jeruk, Kelengkeng, Kedondong, Sawo, dan Pucuk Merah / Mango, Crystal Guava, Orange, Longan, Ambarella, Sapodilla, and Red Shoots
Total		99.519	

Pada tahun 2024, KAI telah melakukan penilaian dan *monitoring* pada lokasi operasional yang memiliki risiko terhadap keanekaragaman hayati. Tindakan ini dilakukan untuk mengevaluasi dampak operasional yang diberikan dan menemukan mitigasi yang tepat terhadap risiko yang timbul di dalamnya. Mitigasi keanekaragaman hayati tercantum dalam matrik pengelolaan dan pemantauan dokumen lingkungan hidup. Adapun beberapa lokasi bentuk mitigasi yang dilakukan selain *monitoring* adalah dengan penanaman pohon di area longsor seperti di Daop 2 Bandung, Daop 4 Semarang dan Daop 5 Purwokerto. Mitigasi dilakukan dengan menanam rumput akar wangi atau *vetiver* di sepanjang jalur kereta api yang memiliki potensi tanah longsor: **[GRI 304-1]**

ASPEK EMISI

Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11] [GRI 3-3, 305]

Kegiatan operasional Perusahaan menghasilkan emisi Gas Rumah Kaca (GRK), yaitu emisi GRK (Cakupan 1) langsung yang bersumber dari penggunaan bahan bakar diesel, seperti pengoperasian mesin diesel dan genset; serta emisi GRK (Cakupan 2) tidak langsung yang bersumber dari penggunaan listrik. Penghitungan emisi GRK (Cakupan 1) dilakukan dengan mengalikan data konsumsi energi dengan faktor emisi. Penghitungan emisi GRK Scope 1 dan Scope 2 dilakukan pada seluruh (100%) wilayah operasional, yang meliputi Kantor Pusat, Daerah Operasi, Divisi Regional, dan Anak Perusahaan.

Per 31 Desember 2024, KAI mengukur pengurangan emisi yang dihasilkan dengan membandingkan jumlah emisi pada periode pengukuran dengan hasil yang diperoleh pada tahun sebelumnya. Sebagai upaya dalam meningkatkan kualitas pengukuran dan pelaporan aspek emisi, KAI telah menetapkan tahun 2023 sebagai *baseline* pengukuran, dengan sasaran pencapaian ESG *Risk Ratings* yang terbaik (peringkat *low risk*) pada 2027. Pada tahun 2024, KAI menghasilkan emisi GRK (Cakupan 1) dari penggunaan bensin dan biosolar yaitu sebesar 26.086,75 Ton CO₂-eq, atau menurun dibandingkan dengan tahun 2023 sebesar 33.489,26 Ton CO₂-eq.

In 2024, KAI conducted assessments and monitoring at operational locations that have risks to biodiversity. This action was taken to evaluate the impact of the operations provided and find appropriate mitigation for the risks that arise therein. Biodiversity mitigation is listed in the environmental document management and monitoring matrix. In addition to monitoring, some locations of mitigation carried out are by planting trees in landslide areas, such as in Operation Area 2 Bandung, Operation Area 4 Semarang, and Operation Area 5 Purwokerto. Mitigation is carried out by planting vetiver grass along the railway line that has the potential for landslides.

[GRI 304-1]

EMISSION ASPECT

Volume and Intensity of Emissions by Type [OJK F.11] [GRI 3-3, 305]

The Company's operational activities generate Greenhouse Gas (GHG) emissions, consisting of direct GHG emissions (Scope 1) from diesel fuel use in diesel engines and generators, and indirect GHG emissions (Scope 2) from electricity consumption. Scope 1 GHG emissions are calculated by multiplying energy consumption data with emission factors. GHG emission calculations for both Scope 1 and Scope 2 are conducted across all (100%) operational areas, including Head Office, Operational Regions, Regional Divisions, and Subsidiaries.

As of December 31, 2024, KAI measures emission reductions by comparing emission volumes during the measurement period with results from the previous year. To improve the quality of emission measurement and reporting, KAI has established 2023 as the measurement baseline, with the target of achieving the best ESG Risk Rating (low risk rating) by 2027. In 2024, KAI generated Scope 1 GHG emissions from gasoline and biodiesel use totaling 26,086.75 tons CO₂-eq, a decrease compared to the 2023 level of 33,489.26 tons CO₂-eq.

Emisi GRK Cakupan 1 (BBM) yang Dihasilkan [GRI 305-1]

Scope 1 GHG Emissions (Fuel) Generated [GRI 305-1]

Emisi GRK / GHG Emission				
Sumber Emisi GRK / GHG Emission Source	Satuan / Unit	2024	2023	2022
Cakupan 1 Bensin / Scope 1 Fuel	Liter	398.384	3.948.683	3.893.219
	Ton CO ² - eq	1.069,66	10.602,21	10.453,29
Cakupan 1 Biosolar / Scope 1 Biodiesel	Liter	9.317.351	8.524.041	7.672.790
	Ton CO ² - eq	25.017,09	22.885,05	20.602,44
Total Ton CO ² -eq		26.086,75	33.489,26	31.054,74

- 1 Liter Bensin = 0,0342 GJ
- 1 Liter Solar = 0,0379 GJ
- Konversi BBM (Bensin dan Biosolar) dari satuan liter ke dalam satuan Joule dilakukan dengan mengacu kepada Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional - Kementerian Lingkungan Hidup 2012 (ref: IPCC 2006)
- Emisi GRK Cakupan 2 diperoleh dari mengalikan konsumsi energi dengan 71,3 Kg CO₂/TJ berdasarkan pedoman IPCC 2006

- 1 Liter of fuel = 0.0342 GJ
- 1 Liter of diesel = 0.0379 GJ
- The conversion of fuel (fuel and biodiesel) from liters to Joules is based on the Guidelines for National Greenhouse Gas Inventories - Ministry of Environment 2012 (ref: IPCC 2006)
- Scope 2 GHG emissions are obtained by multiplying energy consumption by 71.3 Kg CO₂/TJ based on the 2006 IPCC guidelines

Pada tahun 2024 emisi GRK yang dihasilkan dari penggunaan listrik KAI diperoleh melalui perkalian antara konsumsi listrik (dalam kWh per tahun) dengan *average grid emission factor* yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015-2024, yaitu sebesar 0,934 kg CO₂ /kWh (2017). Berdasarkan perhitungan tersebut, maka emisi GRK Cakupan 2 yang dihasilkan dihasilkan berdasarkan *location-based* maupun *market-based* adalah sebagai berikut:

In 2024, GHG emissions resulting from KAI electricity usage are obtained by multiplying electricity consumption (in kWh per year) by the average grid emission factor issued by the Ministry of Energy and Mineral Resources referring to the 2015-2024 PLN RUPTL, which is 0.934 kg CO₂/kWh (2017). Based on these calculations, the Scope 2 GHG emissions generated based on location-based and market-based are as follows:

Emisi GRK Cakupan 2 (Listrik) yang Dihasilkan [GRI 305-2]

Scope 2 GHG Emissions (Electricity) Generated [GRI 305-2]

Emisi GRK / GHG Emission				
Sumber Emisi GRK / GHG Emission Source	Satuan / Unit	2024	2023*	2022*
Cakupan 2 - Listrik dari Panel Surya / Scope 2 - Electricity from Solar Panel	GWh	1,94	1,31	0,21
	Ton CO ² -eq	1.807,94	1.227,56	192,40
Cakupan 2 - Listrik dari PLN / Scope 2 - Electricity from PLN	GWh	66,27	87,04	79,71
	Ton CO ² -eq	61.899,82	81.292,25	74.450,11
Total Ton CO ² -eq		63.707,76	82.519,81	74.642,51

*) Disajikan kembali / Restated

**Jumlah Emisi GRK Cakupan 3 (Perjalanan Dinas) yang
Dihasilkan [GRI 305-3]****Amount of Scope 3 GHG Emissions (Business Travel)
Generated [GRI 305-3]**

Emisi GRK / GHG Emission				
Sumber Emisi GRK / GHG Emission Source	Satuan / Unit	2024	2023	2022
Cakupan 3 - (Perjalanan Dinas menggunakan Pesawat Terbang)* / Scope 3 - Business Trips through Air Travel*	Ton CO ² -eq	125.973,01	206.692,82**	243.495,91**

*) Perhitungan perjalanan dinas udara menggunakan https://co2.myclimate.org/en/flight_calculators/new / Calculation of business trip flights using https://co2.myclimate.org/en/flight_calculators/new

**) Disajikan kembali / Restated

Di dalam laporan ini, intensitas emisi GRK dihitung dengan menjumlah total Ton CO²-eq dari sumber Cakupan 1-3 dan membaginya dengan total pendapatan selama 3 tahun terakhir. Intensitas emisi GRK diungkapkan dalam tabel berikut:

In this report, GHG emission intensity is calculated by summing the total Tons of CO²-eq from Scope 1-3 sources and dividing it by the total revenue over the last 3 years. GHG emission intensity is expressed in the following table:

Jumlah dan Intensitas Emisi GRK [GRI 305-4]**GHG Emissions Volume and Intensity [GRI 305-4]**

Emisi GRK / GHG Emission				
Sumber Emisi GRK / GHG Emission Source	Satuan / Unit	2024	2023	2022
Total Emisi GRK cakupan 1, 2, dan 3 / Total GHG Emission Scope 1, 2, and 3	Ton CO ² -eq	215.874,86	322.701,89	349.193,16
Total Pendapatan / Total Revenue	Rp Miliar / Rp Billion	36.108.216	35.106.535	25.577.639
Intensitas Emisi per Miliar Rupiah Pendapatan / Emission Intensity per billion rupiah of revenue	Ton CO ² -eq/ Rp Miliar / Ton CO ² -eq/ Rp Billion	0,0060	0,0092	0,0137

Komitmen dan inisiatif KAI mengurangi total emisi GRK secara bertahap tercermin dengan adanya penurunan emisi setiap tahunnya. Pada tahun 2024 Emisi GRK adalah 215.874,86 turun dari tahun 2023. Intensitas emisi juga menurun menjadi 0,0060 Ton CO²-eq/Miliar Rupiah dari 0,0092 Ton CO²-eq/Miliar Rupiah pada 2023. Pada tahun 2024, perhitungan total emisi GRK dilakukan secara internal oleh KAI dengan mengacu pada metode yang relevan dan dapat dipertanggungjawabkan. KAI memastikan bahwa perhitungan sudah sesuai dengan pedoman yang berlaku.

KAI's commitment and initiative to reduce total GHG emissions gradually are reflected in the decrease in emissions every year. In 2024, GHG emissions amounted to 215,874.86, down from 2023. Emission intensity also decreased to 0.0060 Tons of CO²-eq/Billion Rupiah from 0.0092 Tons of CO²-eq/Billion Rupiah in 2023. Total GHG emissions in 2024 were calculated internally by KAI by referring to relevant and accountable methods. KAI ensures that the calculations are in accordance with applicable guidelines.

KAI memahami, kegiatan operasionalnya tidak hanya menghasilkan emisi GRK yang berupa gas karbon dioksida (CO₂), tetapi juga nitrogen oksida (NO₂) maupun sulfur oksida (SO_x). Untuk mengendalikan emisi tersebut, KAI menjalankan uji emisi pada seluruh kegiatan operasional yang berpotensi menghasilkan gas-gas tersebut, seperti lokomotif dan genset KAI. KAI melakukan uji emisi pada lokomotif dengan 2 (dua)

KAI acknowledges that its operational activities generate greenhouse gas (GHG) emissions including carbon dioxide (CO₂), nitrogen oxides (NO₂), and sulfur oxides (SO_x). To regulate these emissions, the Company conducts emission testing across all operational sources, particularly locomotives and generator sets (gensets). KAI employs two testing methodologies, namely Unloaded Testing (conducted when

metode, yaitu metode pengambilan sampel tanpa beban (saat lokomotif tanpa adanya pembebanan seperti rangkaian) dan metode pengambilan sampel dengan pembebanan (saat lokomotif sedang menggandeng atau terangkai dengan rangkaian dengan *safe load*). Sampel yang di ambil dari mulai tidak bergerak (*idle*) hingga *notch* (posisi tuas kontrol yang digunakan oleh masinis untuk mengatur kecepatan kereta) pertama hingga kedelapan.

Setiap *notch* mewakili tingkat daya atau percepatan yang berbeda pada lokomotif. Sistem ini memungkinkan masinis untuk mengontrol daya mesin secara bertahap, mulai dari posisi *idle* (tanpa daya) hingga daya penuh di *notch* 8. Semakin tinggi nomor *notch*, semakin besar daya yang dikeluarkan oleh mesin, dan semakin cepat kereta dapat melaju. Penggunaan *notch* mengendalikan kecepatan kereta dengan presisi, terutama saat kereta mulai bergerak, mendaki tanjakan, atau saat pengereman. Seluruh hasil uji emisi lokomotif tidak melebihi baku mutu emisi gas buang lokomotif Balai Teknologi Termodinamika Motor dan Propulsi oleh Badan Riset dan Inovasi Nasional, baik kondisi lokomotif tanpa pembebanan maupun dengan pembebanan.

Sementara itu, metode pengambilan sampel emisi pada genset hanya bisa dilakukan dengan metode tanpa pembebanan. Sampel emisi diambil selama beberapa detik. Sampel tersebut menunjukkan bahwa emisi genset tidak melebihi baku mutu emisi mesin dengan pembakaran dalam atau genset yang tertera pada Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 11 tahun 2021. Walau demikian, hingga periode pelaporan, KAI belum melakukan akumulasi penghitungan tahunan emisi GRK dari zat perusak ozon, nitrogen oksida, sulfur oksida, dan gas lainnya. Perseroan bertekad untuk melakukan peninjauan atas setiap sumber emisi yang dihasilkan sehingga dapat dikuantifikasi lebih baik di masa mendatang. **[GRI 305-6, 305-7]**

Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12][GRI 3-3, 305-5]

KAI memahami pentingnya melakukan pengendalian emisi untuk mencapai pengurangan emisi yang ditargetkan. Perseroan telah menetapkan target reduksi emisi sampai dengan *Net Zero Emission* (NZE), sejalan dengan program Pemerintah yang akan terealisasi pada tahun 2060. Dalam pelaksanaannya, KAI melakukan kajian secara komprehensif dan menyusun skenario reduksi emisi yang realistis dan sesuai dengan kapasitas Perusahaan. Hal ini dilakukan sebagai langkah untuk mengatasi perubahan iklim dan bentuk komitmen Perusahaan dalam memenuhi regulasi lingkungan.

locomotives are uncoupled from railcars) and loaded testing (performed with locomotives properly coupled to railcars under safe load conditions). Testing covers all operational states from idle through Notch 8 positions (the engineer's throttle control settings for speed regulation).

Each notch represents different power or acceleration levels in the locomotive. This system allows train operators to gradually control engine power, from idle position (no power) to full power at notch 8. The higher the notch number, the greater the power output by the engine, and the faster the train can move. The notch system enables precise speed control, especially when the train starts moving, climbs slopes, or brakes. All locomotive emission test results did not exceed the exhaust emission standards set by the Thermodynamics, Motor and Propulsion Technology Center of the National Research and Innovation Agency, for both unloaded and loaded conditions.

Meanwhile, emission sampling for generators can only be conducted using the unloaded method. Emission samples are taken for several seconds. These samples show that generator emissions do not exceed the emission standards for internal combustion engines or generators stipulated in the Minister of Environment and Forestry Regulation No. 11 of 2021. However, as of the reporting period, KAI has not conducted annual cumulative calculations of GHG emissions from ozone-depleting substances, nitrogen oxides, sulfur oxides, and other gases. The Company is committed to reviewing each emission source to enable better quantification in the future.

[GRI 305-6, 305-7]

Emission Reduction Efforts and Achievements [OJK F.12][GRI 3-3, 305-5]

KAI acknowledges the essential role of emission control in achieving reduction targets, having established Net Zero Emission (NZE) objectives aligned with the Government's 2060 timeline. KAI conducts comprehensive studies to develop realistic, capacity-appropriate reduction scenarios as part of climate change mitigation efforts and environmental regulatory compliance. KAI commits to greenhouse gas (GHG) emission reductions across internal operations and railway stakeholders through technological initiatives and operational policies including fuel efficiency enhancement,

Untuk itu, KAI berkomitmen melakukan pengurangan emisi Gas Rumah Kaca (GRK) mulai dari lingkup internal sampai ke lingkup pemangku kepentingan masyarakat pengguna layanan perkeretaapian melalui inisiatif-inisiatif teknologi dan kebijakan operasional, seperti peningkatan efisiensi bahan bakar, adopsi teknologi bersih, dan penggunaan energi terbarukan.

KAI terus melakukan pembangunan dan pengembangan sistem transportasi umum berbasis listrik yang rendah emisi dan ramah lingkungan, termasuk Kereta Rel Listrik (KRL) Jabodetabek dan Yogyakarta, Light Rail Transit (LRT) Jabodebek, dan Kereta Cepat Jakarta-Bandung. Selain itu, secara rutin KAI melakukan pengecekan dan perbaikan seluruh unit kereta api hingga mengganti yang sudah tidak produktif lagi. Dalam mencukupi energi listrik, Perseroan memulai transisi ke sumber energi terbarukan dengan memasang panel surya di sejumlah lokasi yakni Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III. Hingga tahun 2025 Perseroan berencana akan terus melakukan pengembangan implementasi penggunaan tenaga surya di 40 lokasi.

Upaya pengurangan emisi juga dilakukan dengan melalui pemakaian bahan bakar biosolar dengan campuran solar dan minyak alami seperti minyak kelapa sawit dan jarak. Biosolar yang digunakan terdiri dari 35% minyak nabati. Saat ini KAI sedang melakukan pengujian Biosolar dengan 40% sumber terbarukan dari tanaman untuk mengetahui dampak penggunaan biosolar terhadap performa operasional kereta. Pencampuran dengan bahan alami menghasilkan emisi gas buang yang lebih rendah sehingga mengurangi pencemaran udara dan perubahan iklim.

KAI berupaya untuk melakukan pengurangan emisi di seluruh lini bisnisnya. Perseroan mengoptimalkan penggunaan aplikasi pemesanan tiket Access by KAI dengan fitur *e-boarding pass*, sehingga mengurangi penggunaan kertas dalam proses *check-in*. Di lingkup internal perusahaan, Perseroan mengembangkan aplikasi yang digunakan untuk memudahkan pekerjaan pegawai, yakni aplikasi *Rail Document System* (RDS) guna mendukung surat menyurat secara elektronik, *Safety Railway Information System* (SRI) untuk memberikan informasi pelaporan temuan keamanan dan tindak lanjutnya, *Raileo* untuk memudahkan pekerja dalam melaksanakan tugas pekerjaan, serta aplikasi lainnya yang akan terus dikembangkan untuk memberikan pelayanan yang lebih baik.

clean technology implementation, and renewable energy utilization.

KAI continues to develop and expand low-emission, environmentally friendly electric public transportation systems, including the Jabodetabek and Yogyakarta Electric Rail Trains (KRL), Jabodebek Light Rail Transit (LRT), and Jakarta-Bandung High-Speed Rail. Moreover, KAI routinely inspects and repairs all rail units, replacing those that are no longer productive. To meet electricity needs, the Company has begun transitioning to renewable energy by installing solar panels at a number of locations, namely the Jakarta Railway Center Building, 53 KAI Stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office. Through 2025, the Company plans to continue developing solar power implementation at 40 additional locations.

Efforts to reduce emissions are also implemented through the use of biosolar fuel, a blend of diesel and natural oils such as palm oil and castor oil. The biosolar currently in use consists of 35% vegetable oil content. Presently, the Company is conducting trials with biosolar containing 40% renewable content from plant sources to evaluate its impact on train operational performance. Blending with natural materials produces lower exhaust emissions, thereby reducing air pollution and climate change impact.

The Company strives to reduce emissions across all business lines. We optimize the use of the Access by KAI ticket booking application with e-boarding pass features to reduce paper use in check-in processes. Internally, the Company has developed applications to facilitate employee work, including the Rail Document System (RDS) for electronic correspondence, Safety Railway Information System (SRI) for security findings reporting and follow-up, Raileo to help employees perform work tasks, and other applications that will continue to be developed to provide better service.

Selanjutnya, sebagai salah satu wujud komitmen dalam mengurangi emisi, pada tahun 2024 KAI meluncurkan fitur *carbon footprint* pada tiket penumpang kereta api jarak jauh. Saat penumpang telah melakukan transaksi pembelian tiket, informasi perhitungan jejak karbon kereta api dibandingkan dengan moda transportasi lain akan tercantum pada tiket penumpang dan aplikasi Access by KAI. Hal ini bertujuan memberikan informasi keunggulan kereta api dalam mendukung keberlanjutan, serta memberikan edukasi kepada penumpang bahwa kereta api merupakan moda transportasi yang lebih ramah lingkungan dibandingkan moda transportasi lain.

Untuk mengoptimalkan implementasi transformasi digital, KAI secara rutin melakukan perbaikan sarana dan prasarana pendukung digitalisasi serta melakukan perbaikan aplikasi perkantoran agar mampu memberikan pelayanan yang lebih cepat dan lebih baik. Selain itu, untuk meminimalisasi penggunaan kendaraan bermotor dalam melakukan perjalanan dinas, Perseroan mengimbau para pekerja di kantor pusat untuk mengutamakan penggunaan transportasi kereta api dalam setiap perjalanan dinas. Imbauan ini tercantum dalam nota dinas internal No.5/KG.107/I/KA/2022 tentang Penggunaan Kendaraan Operasional Dinas di Lingkungan Kantor Pusat KAI.

Selain itu, KAI menetapkan peraturan sistem parkir ganjil-genap bagi pekerja kantor pusat. KAI memaksimalkan upaya pengurangan emisi internal dengan pemeliharaan kendaraan operasional dan pengujian emisi gas buang secara berkala. Di samping itu, KAI secara berkala mengganti kendaraan operasional dengan kendaraan lebih muda yang emisi gas buangnya lebih ramah lingkungan, serta secara bertahap menggunakan kendaraan operasional dengan emisi yang lebih rendah.

Untuk memastikan operasionalnya semakin ramah lingkungan, KAI telah mengadopsi konsep bangunan hijau (*green building*) yang mendapatkan sertifikasi EDGE. Adapun mengenai *low carbon product*, Perseroan telah melakukan pemetaan secara khusus mengenai persentase pendapatan dan estimasi reduksi emisi yang dihasilkan untuk jenis kereta yang berbahan dasar listrik.

Furthermore, as part of its emission reduction commitment, KAI introduced a carbon footprint feature for long-distance train tickets in 2024. When passengers complete their ticket purchase, the ticket and Access by KAI app will display a comparison of the train's carbon footprint versus other transportation modes. This initiative aims to highlight rail transport's sustainability advantages while educating passengers about trains being a more environmentally friendly transportation option compared to other modes.

To optimize digital transformation implementation, the Company routinely improve digital infrastructure and enhance office applications to deliver faster and better service. Furthermore, to minimize motorized vehicle use for business travel, the Company encourages head office employees to prioritize train travel for all business trips. This policy is outlined in internal memo No.5/KG.107/I/KA/2022 regarding Operational Vehicle Use at KAI Head Office.

Additionally, KAI has implemented an odd-even parking policy for head office employees. The Company maximizes internal emission reduction efforts through operational vehicle maintenance and periodic exhaust emission testing. KAI also regularly replaces operational vehicles with newer, more environmentally friendly models and gradually transitions to lower-emission operational vehicles.

To ensure its operations are increasingly environmentally friendly, KAI has adopted the concept of green buildings that have received EDGE certification. Regarding low carbon products, the Company has conducted specialized mapping of revenue percentages and emission reduction estimates for electric-based train services.

Kerja Sama atau Kegiatan Pengurangan Emisi GRK dengan Melibatkan Pihak Ketiga

Hingga 31 Desember 2024 KAI melakukan pengurangan emisi GRK secara mandiri melalui penerapan berbagai inisiatif berkelanjutan. Hal ini didasari komitmen kuat KAI untuk terus-menerus meningkatkan kualitas pengurangan emisi GRK dari aktivitas operasi. KAI membuka peluang untuk melakukan kerja sama atau kegiatan pengurangan emisi GRK dengan pihak ketiga terpercaya pada tahun-tahun mendatang.

Pemenuhan Target Pengurangan Emisi GRK

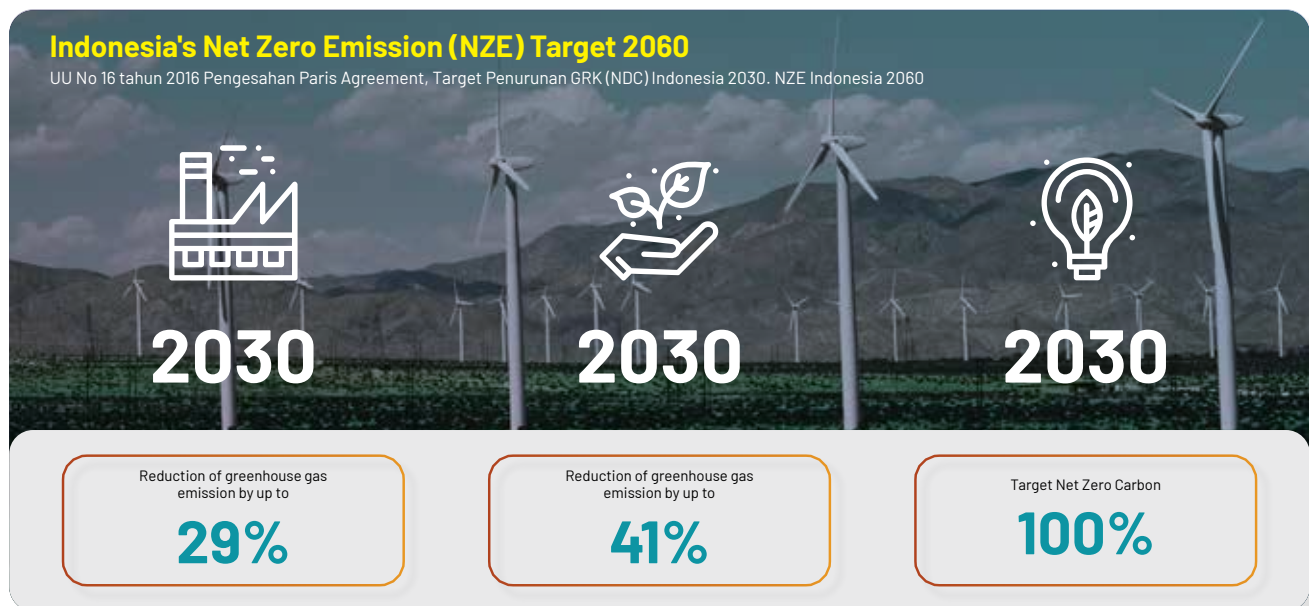
KAI turut mendukung komitmen Indonesia dalam upaya pengendalian perubahan iklim melalui target penurunan emisi gas rumah kaca (GRK) secara bertahap hingga mencapai *Net Zero Emission* (NZE) pada tahun 2060. Target ini sejalan dengan Undang-undang No 16 tahun 2016. Pencapaian NZE dimulai dengan target pengurangan emisi GRK sebesar 29% pada tahun 2030, meningkat menjadi 41% pada tahun 2040 dan mencapai kondisi 100% pengurangan emisi atau Net Zero Carbon pada tahun 2060.

Collaboration or Activities for GHG Emission Reduction with Third Parties

As of December 31, 2024, KAI has independently reduced GHG emissions through the implementation of various sustainable initiatives. This reflects KAI's strong commitment to continuously improving the quality of GHG emission reductions from its operations. KAI remains open to collaborating with trusted third parties on GHG emission reduction initiatives in the coming years.

Achievement of GHG Emission Reduction Targets

KAI actively supports Indonesia's commitment to climate change mitigation through gradual greenhouse gas (GHG) emission reduction targets aimed at achieving Net Zero Emissions (NZE) by 2060, in alignment with Law No. 16 of 2016. The NZE implementation begins with a target of 29% GHG reduction by 2030, increasing to 41% by 2040, and ultimately reaching 100% emission reduction (Net Zero Carbon status) by 2060.



Sebagai wujud komitmen KAI dalam mengurangi emisi GRK, KAI telah menetapkan target pengurangan emisi GRK. Target pengurangan emisi GRK tercantum dalam *Roadmap* ESG periode 2024-2060. KAI telah menyusun dan memperlakukan *Roadmap* ESG periode 2024-2060 yang memuat target penghematan energi dan diharapkan berdampak pada pengurangan emisi GRK. Adapun, target pengurangan emisi yang tercantum dalam *Roadmap* ESG periode 2024-2060 adalah sebagai berikut:

Demonstrating its commitment to reducing GHG emissions, KAI has established specific emission reduction targets outlined in its 2024-2060 ESG Roadmap. The Company has developed and implemented this comprehensive ESG Roadmap, which incorporates energy efficiency targets designed to contribute significantly to GHG emission reductions. The emission reduction targets specified in the 2024-2060 ESG Roadmap are as follows:

		2024	2025	2026 - 2028	2028 - 2040	2040 - 2060	> 2060
Emisi / Emission 		Perhitungan baseline emisi dan reduksi emisi yang dilakukan. / Calculation of emission baseline and emission reductions carried out.	Penentuan Target dan deadline terkait program reduksi baik pada emisi GRK dan Non GRK. / Determination of targets and deadlines related to reduction programs for both GHG and non-GHG emissions.	Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >5% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >5%	Penyusunan skenario net-zero emissions / Developing a net-zero emissions scenario		
		Penginstalan dan Sosialisasi fungsi dan fitur Dashboard CEMS yang terintegrasi dengan SISPEK KLHK. / Installation and Socialization of CEMS Dashboard functions and features integrated with SISPEK KLHK.	Mengaudit atau memverifikasi perhitungan emisi selaras dengan penggunaan Dashboard Continuous Emission Monitoring Systems (CEMS) yang terintegrasi dengan SISPEK KLHK. / Auditing or verifying emission calculations in line with the use of the Continuous Emission Monitoring Systems (CEMS) Dashboard which is integrated with SISPEK KLHK.	Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >8% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >8%	Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >10% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >10%		

Target Penurunan Emisi Sebagai KPI Manajemen dan Evaluasinya

Per 31 Desember 2024, KAI telah memasukkan target penurunan emisi sebagai bagian penilaian KPI manajemen. Komitmen ini tercermin dalam indikator kinerja utama (KPI) Direksi yang mencakup Penyelesaian dan Pemenuhan ESG Rating KAI sebagai salah satu fokus strategis perusahaan dalam mendukung praktik bisnis berkelanjutan. KAI berhasil merealisasikan target tersebut, dengan pencapaian 100% terhadap target tahunan dan menghasilkan skor sempurna sebesar 3,00.

KAI juga telah menerapkan sistem evaluasi terhadap target penurunan emisi berdasarkan baseline pengukuran. KAI menetapkan tahun 2024 sebagai *baseline* pengukuran, dengan sasaran pencapaian *ESG Risk Ratings* yang terbaik (peringkat *low risk*) pada 2029-2040.

Emission Reduction Targets as Management KPI and Evaluation

As of December 31, 2024, KAI has incorporated emission reduction targets into its management KPI assessment. This commitment is reflected in the key performance indicators (KPIs) established by the Board of Directors, which include the completion and fulfillment of KAI's ESG rating as a strategic focus to support sustainable business practices. KAI has successfully achieved this target, reaching 100% of the annual goal and resulting in a perfect score of 3.00.

KAI has also implemented an evaluation system for emission reduction targets based on measurement baselines. KAI has set 2024 as the measurement baseline, with the target of achieving the best ESG Risk Ratings (low risk rating) in 2029-2040.

ASPEK LIMBAH DAN EFLUEN

Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13][GRI 306-3]

Aktivitas operasional Perusahaan menghasilkan limbah dan efluen yang memiliki dampak terhadap lingkungan. Untuk mengendalikan jumlah limbah dan efluen, Perseroan melakukan penghitungan limbah dan efluen yang dihasilkan. Sepanjang 2024 jenis limbah dan efluen yang dihasilkan Perseroan sebagai berikut:

Limbah B3 dan Non B3 yang Dihasilkan Tahun 2024

No.	Jenis Limbah / Type of Waste	Satuan / Unit	Total Volume / Total Volume
Limbah B3 / Hazardous Waste			
1	Minyak Pelumas Bekas / Used Oil Lubricants	Liter	271.360
2	Drum Bekas / Used Drums	Buah / Piece	3.216
3	Gram Bubutan / Lathe Crumb	Kg	253.820
Limbah Non B3 / Non-Hazardous Waste			
4	Potongan Besi < 1 Kg / Pieces of Iron < 1 Kg	Kg	1.016.918
5	Lain-lain (Elektronik Bekas, Kayu Bekas, Remblok, Komposite) / Others (Used Electronics, Used Wood, Brake Pad, Composite)	Kg	643.164

Upaya Mengurangi Limbah

Untuk mengurangi jumlah limbah, terutama limbah plastik dan kertas, KAI memberikan perhatian terhadap limbah yang dihasilkan dari penumpang. Sejak Juli 2024, KAI telah menyediakan *water station* (dispenser) di 23 stasiun. Layanan tersebut merupakan upaya menerapkan kampanye ramah lingkungan. Selain itu, dari segi pelayanan penumpang, KAI juga melakukan inovasi berupa program paperless dengan pengembangan aplikasi digital, seperti Access by KAI dan *boarding* dengan *face recognition*. Perseroan juga mendukung *cashless society* dengan mengurangi penggunaan uang tunai dan *e-ticketing* pada layanan commuter. Upaya ini merupakan bagian dari program manajemen limbah yang dimiliki oleh Perseroan.

WASTE AND EFFLUENT ASPECTS

Volume of Waste and Effluent by Type [OJK F.13][GRI 306-3]

The Company's operational activities generate waste and effluent that impact the environment. To manage the volume of waste and effluent, the Company conducts regular measurements. Throughout 2024, the types of waste and effluent generated by the Company include:

Hazardous Waste and Non Hazardous Waste Generated in 2024

Efforts to Reduce Waste

To minimize waste generation, particularly plastic and paper waste, KAI pays special attention to waste produced by passengers. Since July 2024, KAI has provided water stations (dispensers) at 23 stations. This service represents an effort to implement environmentally friendly campaigns. Additionally, for passenger services, KAI has innovated with paperless programs through digital application development, such as Access by KAI and facial recognition boarding. The Company also supports cashless society initiatives by reducing cash usage and implementing e-ticketing for commuter services. This effort is part of the Company's waste management program.

Mekanisme Pengelolaan Limbah dan Efluen [OJK F.14] [GRI 3-3, 306-2]

KAI memahami bahwa limbah yang dihasilkan berpotensi memberi dampak negatif bagi lingkungan hidup. Berangkat dari pemahaman tersebut, Perseroan memiliki kebijakan internal, yaitu Keputusan Direksi KAI Nomor KEP. U/KS.101/IV/1/KA-2017 tanggal 4 April 2017 tentang Pengelolaan Limbah di Daerah Operasi, Divisi Regional, Balai Yasa, Gudang Persediaan, dan Anak Perusahaan. Sejalan dengan kebijakan tersebut, pengelolaan limbah menjadi bagian yang tidak terpisahkan dari rangkaian kegiatan operasional sehari-hari. KAI berkomitmen untuk menerapkan pengelolaan limbah berkesinambungan melalui prosedur yang sesuai dengan peraturan yang berlaku dan praktik terbaik.

Berdasarkan jenisnya, limbah KAI dapat dibagi menjadi 3 (tiga) golongan, sebagai berikut: [GRI 306-1]

a. Limbah Cair

Merupakan limbah dalam bentuk cair yang dihasilkan oleh kegiatan usaha yang dibuang ke lingkungan hidup dan diduga dapat menurunkan kualitas lingkungan hidup. Bentuk limbah cair yang dikelola KAI meliputi: tumpahan bahan bakar minyak atau oli; air cucian lokomotif, kereta, atau gerbong; ceceran oli bekas; cairan kimia, debu atau cairan lainnya sisa produksi yang terbuang dari aktivitas proses produksi melalui proses pencucian; dan limbah atau hasil pengurasan Toilet Ramah Lingkungan (TRL).

b. Limbah Padat

Limbah padat yang dihasilkan, antara lain sisa pembubutan (serbuk besi atau *scrap*), barang atau suku cadang bekas, limbah kantor (kertas, plastik), limbah restorasi (kertas, plastik, sisa makanan).

c. Limbah Bahan Berbahaya dan Beracun (B3)

Limbah B3 yang ada di KAI merupakan gabungan dari Limbah Cair dan Limbah Padat yang masuk kategori Limbah B3 seperti Tumpahan Bakar Minyak atau Oli, Air Cucian lokomotif/kereta/gerbong, Ceceran oli bekas, cairan kimia, debu, atau cairan lainnya sisa produksi yang terbuang dari aktivitas proses produksi melalui proses pencucian, sisa bubutan dan barang atau suku cadang bekas.

Waste and Effluent Management Mechanism [OJK F.14] [GRI 3-3, 306-2]

KAI understands that generated waste may negatively impact the environment. Based on this understanding, the Company has an internal policy, namely KAI Director's Decree No. KEP.U/KS.101/IV/1/KA-2017 dated April 4, 2017 concerning Waste Management in Operational Areas, Regional Divisions, Maintenance Depots, Warehouses, and Subsidiaries. In line with this policy, waste management has become an integral part of daily operational activities. KAI is committed to implementing sustainable waste management through procedures that comply with applicable regulations and best practices.

Based on type, KAI's waste can be divided into 3 (three) categories, as follows: [GRI 306-1]

a. Liquid Waste

Waste in liquid form generated by business activities that is discharged into the environment and may reduce environmental quality. Liquid waste managed by KAI includes: fuel or oil spills; locomotive, train, or carriage wash water; used oil spills; chemicals, dust or other liquid production residues from production processes through washing; and waste or drainage from Eco-Friendly Toilets (TRL).

b. Solid Waste

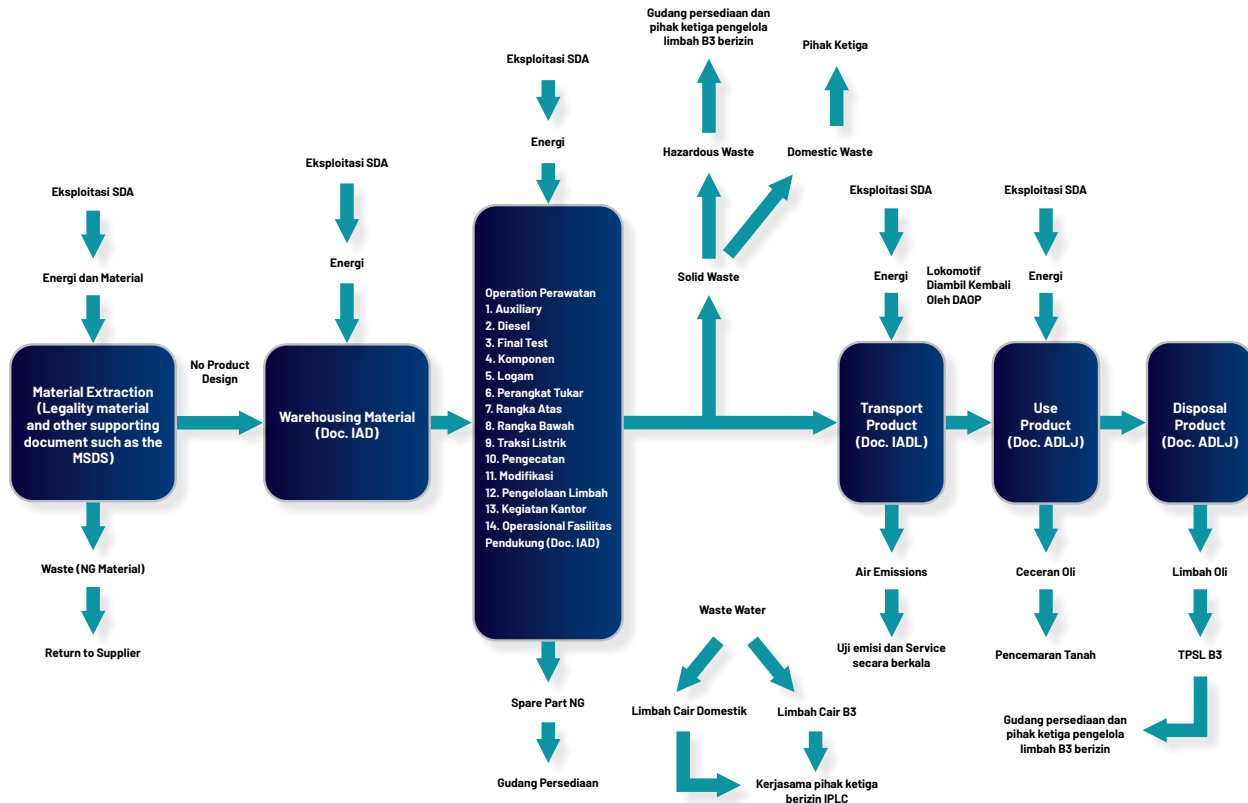
Solid waste generated includes machining residues (iron powder or scrap), used items or spare parts, office waste (paper, plastic), and restoration waste (paper, plastic, food waste).

c. Hazardous and Toxic Waste (B3)

Hazardous waste at KAI consists of liquid and solid waste classified as hazardous, such as fuel or oil spills, locomotive/ train/ carriage wash water, used oil spills, chemicals, dust, or other liquid production residues from production processes through washing, machining residues, and used items or spare parts.

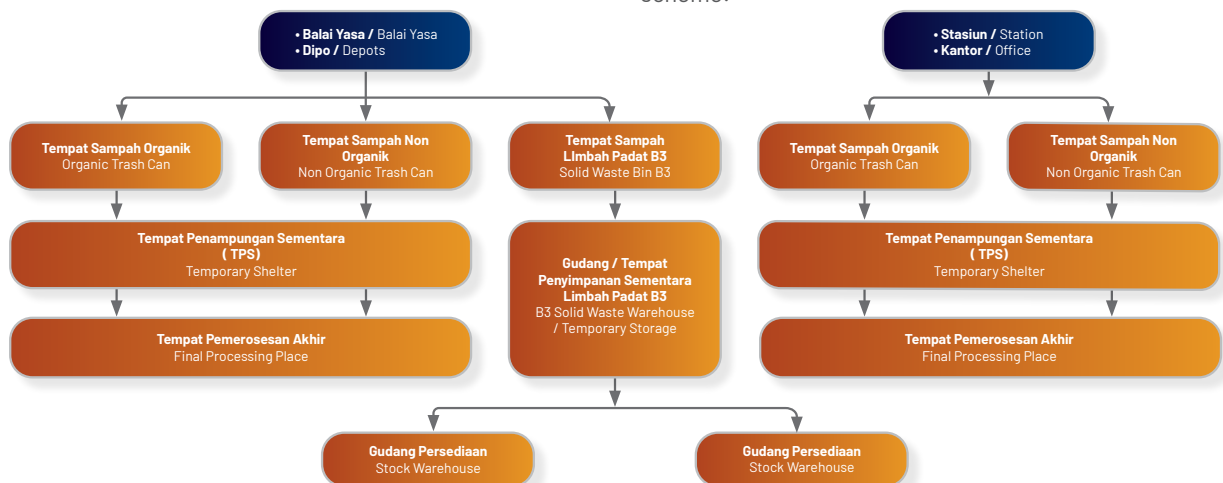
Waste and Effluent Management Mechanism [OJK F.14] [GRI 3-3, 306]

KAI secara berkala melakukan pemantauan terhadap dampak yang ditimbulkan dari limbah operasional ataupun aktivitas rantai pasok, melalui penerapan *life cycle perspective* dengan uraian sebagai berikut: [GRI 306-2, 306-4, 306-5]



Khusus limbah padat, alur pengelolaan limbah di lingkungan Perseroan diuraikan melalui skema berikut:

Specifically for solid waste, the waste management flow in the Company's environment is described through the following scheme:



Untuk menunjang pengelolaan limbah yang dilakukan di Balai Yasa, Dipo, Kantor, dan Stasiun, KAI menerapkan kebijakan sebagai berikut:

- a. Di setiap tempat kerja terbuka maupun tertutup yang berpotensi adanya limbah wajib disediakan tempat sampah organik dan non organik yang harus selalu dalam keadaan tertutup;
- b. Secara berkala sampah di Balai Yasa, dipo, kantor, dan stasiun dibuang ke Tempat Pembuangan Sementara (TPS) terdekat dan diangkut oleh dinas kebersihan setempat ke Tempat Pemrosesan Akhir (TPA);
- c. Sampah tidak boleh dibakar dan ditimbun di dalam tanah;
- d. Setiap Balai Yasa, dipo, dan stasiun harus memiliki dokumen lingkungan kemudian mengurus izin lingkungan untuk kemudian memproses izin perlindungan dan pengelolaan lingkungan hidup;
- e. Menyediakan gudang/tempat penyimpanan sementara (TPS) limbah padat B3 seperti komponen elektronik bekas, potongan besi, baterai, accu, lampu Tube Luminescent (TL), dan lain-lain. TPS limbah B3 harus memenuhi persyaratan dan memiliki izin penyimpanan limbah B3;
- f. Tempat penyimpanan limbah B3 harus memenuhi persyaratan;
- g. Untuk limbah B3 yang dihasilkan lebih dari 50 kg penyimpanannya paling lama 90 hari sejak limbah B3 dihasilkan, sedangkan untuk limbah B3 yang dihasilkan kurang dari 50 kg penyimpanannya paling lama 180 hari sejak limbah B3 dihasilkan;
- h. Limbah B3 diberi label yang berisikan nama limbah B3, identitas penghasil limbah B3, tanggal dihasilkannya limbah B3 dan tanggal pengemasan limbah B3 serta simbol dan label limbah B3.
- i. Setelah penyimpanan melebihi jangka waktu maka seluruh (100%) limbah B3 akan diangkut ke Gudang Persediaan dan mitra kerja yang memiliki izin pengolahan limbah B3. Pengolahan limbah B3 dapat dilakukan dengan beberapa cara seperti termal, stabilisasi dan solidifikasi, dan/atau cara lain sesuai perkembangan teknologi.

KAI juga melakukan pengelolaan limbah padat di atas kereta dengan ketentuan sebagai berikut:

- a. Sampah yang berasal dari restorasi kereta api dan penumpang dipisahkan antara sampah organik dan sampah anorganik.
- b. Setelah sampai stasiun tujuan sampah dibuang ke TPS stasiun.

To support waste management carried out at the Train Workshop, Depot, Office and Station, KAI implements the following policies:

- a. In every open or closed workplace with the potential to produce waste, organic and non-organic waste bins must be provided which must always be closed;
- b. Periodically, waste at Train Workshop, depots, offices and stations is disposed of at the nearest Temporary Disposal Site and transported by the local sanitation service to the Final Disposal Site;
- c. Garbage should not be burned and piled in the ground;
- d. Every service center, depot and station must have environmental documents and then process environmental permits to then process permits for environmental protection and management;
- e. Providing a warehouse/temporary storage place for hazardous solid waste such as used electronic components, scrap metal, batteries, accumulator, TL lamps, etc., to be sent to the Supply Warehouse/work partners who already have permits for storing and managing hazardous waste;
- f. The hazardous waste storage area must meet the requirements;
- g. For hazardous waste produced in excess of 50 kg, storage is no longer than 90 days from the time the hazardous waste is produced, whereas for hazardous waste produced less than 50 kg, storage is no later than 180 days from the time the hazardous waste is produced;
- h. Hazardous waste is labeled containing the name of the hazardous waste, the identity of the hazardous waste producer, the date the hazardous waste was produced and the date the hazardous waste was packaged as well as the hazardous waste symbol and label;
- i. After storage exceeds the time limit, all (100%) hazardous waste will be transported to the Inventory Warehouse and to partners with hazardous waste processing permits. Processing of hazardous waste can be carried out through various methods such as thermal treatment, stabilization and solidification, and/or other methods in accordance with technological advancements.

The Company also manages solid waste on trains with the following provisions:

- a. Waste originating from train and passenger restoration is separated into organic waste and inorganic waste.
- b. After arriving at the destination station, the waste is disposed of at the station's temporary site disposal.

c. KAI telah mengeluarkan kebijakan untuk mencegah dan mengontrol polusi dari kegiatan operasional perusahaan, tertuang dalam Kebijakan Health, Safety, Security & Environment Nomor KS.102/XII/1/ KA-2022 tanggal 16 Desember 2022.

c. KAI has issued a policy to prevent and control pollution from company operational activities as stated in Health, Safety, Security & Environment Policy No. KS.102/XII/1/ KA-2022 dated December 16, 2022.

Sebagai Perusahaan penyedia jasa layanan perkeretaapian utama di Indonesia, KAI menjalankan tanggung jawabnya melakukan pengelolaan armada bekas, salah satunya adalah gerbong kereta, yang sudah tidak dapat digunakan lagi. Prosedur penanganan armada bekas berbeda dengan limbah padat yang sudah dijelaskan sebelumnya karena merupakan aset aktiva tetap serta memiliki volume dan berat yang sangat besar.

As the principal railway service provider in Indonesia, KAI carries out its responsibility to manage used fleets, one of which is train carriages, which can no longer be used. The procedure for handling used fleets is different from solid waste as previously explained because it is a fixed asset and has a very large volume and weight.

Armada yang dinyatakan tidak dapat lagi diperbaiki atau digunakan saat penggunaannya sudah mencapai 20-40 tahun, maka akan diubah statusnya menjadi aset Aktiva Tetap Diberhentikan dari Operasi (ATDO). Kemudian Perseroan melakukan proses tender penjualan kepada usaha berbadan hukum setelah meminta persetujuan Kementerian BUMN dan Kementerian Perhubungan dalam proses penghapusbukuan dan penjualan sebagaimana tertulis dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor: PER.U/KM.105/IV/1/KA 2022 tentang Pedoman Penghapusbukuan dan Penjualan Aset Sarana, Prasarana, dan Fasilitas Perawatan Diberhentikan dari Operasi.

Fleets that are declared no longer repairable or usable when their use has reached 20-40 years will have their status changed to Fixed Assets Discontinued from Operation (ATDO). Then the Company carries out a tender process for sales to legal entities after requesting approval from the Ministry of SOEs and the Ministry of Transportation in the write-off and sale process as stated in the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) No: PER.U/KM.105/IV/1/KA 2022 concerning Guidelines for Write-off and Sale of Assets of Facilities, Infrastructure, and Maintenance Facilities Discontinued from Operation.

Badan usaha seperti PT Barata Indonesia, PT Pindad, dan PT Krakatau Steel membeli armada bekas untuk mendapatkan besi, baja dan logam yang merupakan komponen armada. Selanjutnya, armada bekas diproses dengan pemotongan, penimbangan, pengangkutan untuk kemudian didistribusikan kembali atau diproses ulang menjadi produk yang berbeda. Prosedur penanganan armada bekas ini menjadi wujud nyata komitmen KAI dalam menerapkan *life cycle perspective*, yang terbukti dapat memberikan kontribusi terhadap ekonomi sirkular.

Business entities such as PT Barata Indonesia, PT Pindad, and PT Krakatau Steel purchase used fleets to obtain iron, steel, and metals which are components of the fleet. Furthermore, the used fleet is processed by cutting, weighing, transporting to then be redistributed or reprocessed into different products. This used fleet handling procedure is a concrete manifestation of KAI's commitment to implementing a life cycle perspective, which has been proven to contribute to a circular economy.

Limbah Cair (Effluent) [GRI 306-2]

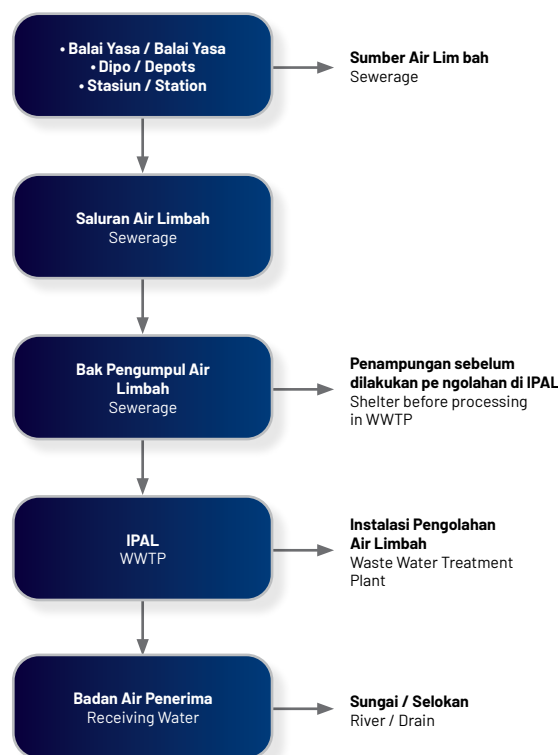
KAI melakukan pengelolaan limbah cair secara tepat dan bijak sesuai dengan Peraturan Menteri Lingkungan Hidup Republik Indonesia Nomor 5 tahun 2014 tentang Baku Mutu Air Limbah. Selain itu juga merujuk pada ISO 14001:2015 tentang Sistem Manajemen Lingkungan untuk 4 (empat) area kerja yaitu, Balai Yasa Yogyakarta, Balai Yasa Tegal, Balai Yasa Cirebon Prujakan dan Dipo Lokomotif Cirebon.

Liquid Waste (Effluent) [GRI 306-2]

KAI manages liquid waste appropriately and wisely in accordance with the Regulation of the Minister of Environment of the Republic of Indonesia No. 5 of 2014 concerning Wastewater Quality Standards. In addition, it also refers to ISO 14001: 2015 concerning the Environmental Management System for 4 (four) work areas, namely, Balai Yasa Yogyakarta, Balai Yasa Tegal, Balai Yasa Cirebon Prujakan and Depo Lokomotif Cirebon.

Kebijakan tersebut diturunkan dalam kebijakan internal Surat Keputusan Nomor KEP.U/KS.10I/IV/I/KA-2017. Mengacu pada kebijakan tersebut, pengelolaan buangan limbah cair dilakukan dengan menggunakan 62 Unit Instalasi Pengolahan Air Limbah (IPAL) yang tersebar di banyak lokasi operasional. Debit air limbah yang masuk dari kegiatan operasional dan keluar dari IPAL dipastikan sama dengan pemantauan nilai *flowmeter* pada saluran masuk (*inlet*) dan saluran pembuangan (*outlet*) IPAL. KAI memastikan bahwa seluruh air yang digunakan untuk keperluan operasional dan menjadi air limbah dikelola dengan IPAL agar dapat sesuai dengan baku mutu yang ditetapkan sebelum dibuang ke badan air penerima sebagaimana bagan berikut:

This policy is stated in the internal policy of Decree No. KEP.U/KS.10I/IV/I/KA-2017. Referring to the policy, wastewater management is carried out using 62 Wastewater Treatment Plant (WWTP) Units spread across many operational locations. The discharge of wastewater entering from operational activities and leaving the WWTP is ensured to be the same by monitoring the flowmeter value at the WWTP inlet and outlet. KAI ensures that all water used for operational purposes and becomes wastewater is managed by WWTP so that it can comply with the established quality standards before being discharged into the receiving water body, as shown in the following chart:



Laporan Pemantauan Limbah

Secara berkala, KAI melalui masing-masing unit penghasil limbah melakukan pemantauan dan pengelolaan limbah serta melakukan pelaporan pengelolaan limbah kepada Dinas Lingkungan Hidup dan instansi terkait. Pada tahun 2024, Perseroan tercatat menghasilkan limbah padat sebesar 1,91 ton dan limbah cair sebesar 271.360 Liter. Berdasarkan pelaporan ini, Perseroan berhasil menekan limbah yang dihasilkan dari aktivitas operasional.

Waste Monitoring Report

KAI, through each waste-generating unit, periodically monitors and manages waste and reports waste management to the Environmental Service and related agencies. In 2024, the Company recorded solid waste of 1.91 tons and liquid waste of 271,360 liters. Based on this report, the Company has succeeded in reducing waste generated from operational activities.

Berikut ini merupakan informasi mengenai pengelolaan limbah yang dihasilkan melalui pihak ketiga selama 3 (tiga) tahun terakhir:

Information on the management of waste generated through third parties over the past 3 (three) years is as follows:

Reuse/Recycle Limbah melalui Pihak Ketiga (Ton)

Reuse/Recycle Waste through Third Parties (Tons)

2024	2023	2022
2.199,41	1.094,11	1.224,94

Tumpahan yang Terjadi [OJK F.15]

Upaya kuat Perusahaan dalam melakukan pengelolaan limbah berdampak dengan tidak terdapatnya tumpahan atau kebocoran limbah yang terjadi dalam kegiatan operasional Perseroan.

Spills [OJK F.15]

The Company's strong efforts in managing waste have resulted in zero spills or waste leaks occurring in the Company's operational activities.

ASPEK PENGADUAN LINGKUNGAN HIDUP

Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [OJK F.16][GRI 413-2]

KAI telah memiliki saluran pelaporan yang dapat digunakan oleh masyarakat sekitar atau pemangku kepentingan lain untuk menyampaikan adanya pencemaran lingkungan akibat aktivitas operasi Perseroan. Komitmen KAI dalam menaati peraturan terkait lingkungan hidup berdampak dengan tidak adanya pelanggaran yang dilakukan Perseroan sejak tahun 2020 terhadap kewajiban hukum maupun peraturan lingkungan yang berlaku. Selain itu, KAI juga tidak menerima denda atau sanksi terkait isu lingkungan selama periode tersebut.

ENVIRONMENTAL COMPLAINTS ASPECT

Number and Material of Environmental Complaints Received and Resolved [OJK F.16][GRI 413-2]

KAI has a reporting channel that can be used by the surrounding community or other stakeholders to report environmental pollution due to the Company's operational activities. KAI's commitment to complying with environmental regulations has resulted in zero violations by the Company since 2020 regarding applicable legal obligations or environmental regulations. In addition, KAI also did not receive fines or sanctions related to environmental issues during the period.

KAI memiliki komitmen kuat dalam mengelola dampak aktivitas operasi terhadap lingkungan yang tertuang dalam kebijakan dan kepatuhan terhadap peraturan. Kami menerapkan praktik terbaik dan *life cycle perspective* dalam mencegah dan mengontrol pencemaran dan dampak negatif yang dihasilkan. [GRI 2-25, 2-27] Per 31 Desember 2024 KAI tidak menerima pengaduan dari masyarakat atau instansi yang berkaitan dengan pencemaran yang diakibatkan oleh operasional perusahaan. Dengan demikian, tidak terdapat informasi mengenai daftar pengaduan karena dampak pencemaran yang dihasilkan dari aktivitas operasi KAI.

KAI has a strong commitment to managing the impact of operational activities on the environment as stated in the policy and compliance with regulations. We apply best practices and a life cycle perspective in preventing and controlling pollution and the negative impacts it produces. [GRI 2-25, 2-27] As of December 31, 2024, KAI has not received any complaints from the public or agencies related to pollution caused by the Company's operations. Thus, there is no information regarding the list of complaints due to the impact of pollution resulting from KAI's operational activities.

Peninjauan Pemasok [GRI 308-1, 308-2]

Untuk menjaga keberlanjutan Perusahaan, tentunya dibutuhkan komitmen dari para pemangku kepentingan, salah satunya para mitra kerja atau pemasok. KAI melakukan seleksi terhadap para mitra kerja yang menjalankan pemenuhan terhadap prinsip-prinsip keberlanjutan. Untuk itu, KAI telah menyusun Kode Etik Keberlanjutan Pemasok yang wajib dipatuhi oleh para mitra kerja.

Supplier Review [GRI 308-1, 308-2]

The commitment to maintain the Company's sustainability requires commitment from stakeholders, including business partners or suppliers. KAI conducts selection of business partners who implement sustainability principles. Therefore, KAI has established a Supplier Sustainability Code of Conduct that must be complied with by all business partners.

Penyusunan Kode Etik Keberlanjutan KAI mempertimbangkan aspek Tata Kelola Perusahaan yang Baik, lingkungan, dan sosial, yang mencakup:

a. Etika dan Integritas Bisnis

KAI mensyaratkan para pemasok untuk memiliki komitmen terhadap etika dan integritas, menjunjung tinggi standar etika dan integritas dalam menjalankan bisnisnya dan mengharuskan pekerja-pekerjanya bekerja jujur serta menghindari korupsi dan suap.

b. Manajemen Lingkungan

KAI mewajibkan para pemasoknya untuk melindungi lingkungan dan berupaya menghindari serta memperbaiki dampak lingkungan yang mungkin disebabkan oleh operasi KAI. Dengan demikian, para pemasok wajib berusaha menerapkan praktik terbaik dalam pengelolaan lingkungan.

c. Kesehatan dan Keselamatan Kerja (K3)

KAI menempatkan kesehatan dan keselamatan pekerja, pemasok, kontraktor, dan mitra bisnis sebagai prioritas tertinggi sesuai dengan tujuan operasional kesehatan dan keselamatan KAI yaitu "Setiap Orang Selamat Selalu!" Untuk itu, KAI mewajibkan para pemasok mengutamakan kesehatan dan keselamatan dalam segala hal yang mereka lakukan.

d. Ketenagakerjaan dan Hak Asasi Manusia (HAM)

KAI percaya bahwa pekerja adalah aset paling berharga yang memiliki peran strategis dalam mendukung keberlanjutan bisnis dan KAI berkomitmen untuk terus mengembangkan kompetensi pekerja. KAI berkomitmen menghormati hak asasi manusia sesuai dengan Prinsip-Prinsip Panduan Perserikatan Bangsa-Bangsa tentang Bisnis dan Hak Asasi Manusia (United Nations Guiding Principles on Business and Human Rights). KAI mengharapkan pemasok menghormati hak semua pekerja, mitra bisnis dan masyarakat yang terkena dampak di wilayah operasi mereka.

e. Pelibatan Masyarakat

KAI percaya bahwa pelibatan masyarakat adalah hal yang penting dalam memastikan keberhasilan operasional KAI dan menjaga izin sosial untuk beroperasi. KAI berkomitmen untuk melaksanakan pelibatan masyarakat dan berkontribusi dalam peningkatan kesejahteraan www.kai.id masyarakat di wilayah tempat KAI beroperasi. Kami mewajibkan para pemasok kami memiliki komitmen yang sama.

The development of KAI's Sustainability Code of Conduct considers aspects of Good Corporate Governance, environment, and social responsibility, which include:

a. Business Ethics and Integrity

KAI requires suppliers to demonstrate commitment to ethics and integrity, uphold high standards of ethical business conduct, and ensure their employees work honestly while avoiding corruption and bribery.

b. Environmental Management

KAI mandates its suppliers to protect the environment and strive to prevent and mitigate any environmental impacts potentially caused by KAI's operations. Thus, suppliers must implement environmental best management practices.

c. Occupational Health and Safety (OHS)

KAI prioritizes the health and safety of employees, suppliers, contractors, and business partners in accordance with KAI's operational health and safety objective: "Everyone Safe Always!" Therefore, KAI require suppliers to prioritize health and safety in all their activities.

d. Labor and Human Rights

KAI believes employees are the most valuable assets who play a strategic role in supporting business sustainability, and is committed to continuously developing employee competencies. KAI is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights. KAI expect suppliers to respect the rights of all employees, business partners and affected communities in their operational areas.

e. Community Engagement

KAI believes community engagement is essential to ensure operational success and maintain social license to operate. KAI is committed to implementing community engagement and contributing to the welfare of communities in KAI's operational areas. KAI require our suppliers to share the same commitment.

KAI memiliki mekanisme penyampaian keluhan bagi para pemasok. Para pemasok dapat mengajukan keluhan tentang tindakan-tindakan tidak etis oleh pekerja KAI dan pihak terkait lainnya yang dapat mencegah pemasok untuk mematuhi Kode Etik Keberlanjutan Pemasok ini, melalui sistem pengaduan KAI yang dapat diakses di situs Perseroan <https://www.kai.id/> dan layanan WBS (*Whistle Blowing System*) pada laman <https://www.kai.id/corporate/gcg>.

KAI mendorong para pemasok untuk melakukan pemantauan mandiri terhadap kepatuhan mereka terhadap Kode Etik Keberlanjutan Pemasok Perseroan. Di samping itu, KAI secara berkala melakukan evaluasi terhadap implementasi Kode Etik Keberlanjutan Pemasok ini, termasuk melalui audit oleh pihak ketiga yang independen. Kode Etik Keberlanjutan Pemasok ini akan ditinjau secara berkala dan diperbarui sesuai kebutuhan.

Sepanjang tahun 2024, KAI telah melakukan seleksi kepada 43% pemasok berdasarkan Kode Etik Keberlanjutan Pemasok Perseroan, yang mencakup kriteria Tata Kelola Perusahaan yang Baik, lingkungan, dan sosial. KAI memastikan seluruh (100%) pemasok yang bekerja sama dengan kami telah mematuhi Kode Etik Keberlanjutan Pemasok KAI serta peraturan perundang-undangan yang berlaku. Dengan demikian, semua rantai pasok kami tidak memiliki dampak lingkungan negatif aktual dan signifikan, sesuai yang tercantum pada Peraturan Direksi PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa.

The Company has established a grievance mechanism for suppliers. Suppliers may submit complaints about unethical actions by KAI employees and other related parties that may prevent suppliers from complying with this Supplier Sustainability Code of Conduct, through KAI's complaint system accessible at the Company's website <https://www.kai.id/> and the Whistleblowing System (WBS) at <https://www.kai.id/corporate/gcg>.

KAI encourages suppliers to conduct self-monitoring of their compliance with the Company's Supplier Sustainability Code of Conduct. In addition, KAI periodically evaluates the implementation of this Supplier Sustainability Code of Conduct, including through audits by independent third parties. This Supplier Sustainability Code of Conduct will be reviewed periodically and updated as needed.

Throughout 2024, KAI has conducted a selection of 43% suppliers based on the Company's Supplier Sustainability Code of Conduct, which includes Good Corporate Governance, environmental, and social criteria. KAI ensures all (100%) suppliers working with us have complied with KAI's Supplier Sustainability Code of Conduct and applicable regulations. Thus, our entire supply chain has no actual significant negative environmental impacts, as stipulated in the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 on Goods and Services Procurement Guidelines.

Kinerja Sosial

Social Performance



ASPEK KETENAGAKERJAAN

Kepegawaian [GRI 3-3, 2-7]

Perseroan memahami bahwa akselerasi transformasi bisnis dapat berjalan bila didukung dengan sumber daya manusia (SDM) yang unggul, berkualitas, berkarakter, dan memiliki kemampuan daya saing. Untuk dapat menghadirkan produk, jasa, dan pelayanan terbaik bagi pelanggan maupun pemangku kepentingan lain, KAI melakukan pengelolaan SDM secara komprehensif dan berkesinambungan.

Di bawah koordinasi Direktorat Human Capital and General Affairs, KAI melakukan pengelolaan sumber daya manusia secara komprehensif, meliputi proses rekrutmen, pergantian pekerja, penerapan praktik ketenagakerjaan, hingga pemberian pendidikan dan pelatihan. Penerapan pengelolaan SDM dilakukan sesuai dengan Peraturan Direksi Nomor PER.U/KH.102/ VII/1/ KA2017 tanggal 14 Juli 2017 sebagaimana telah beberapa kali diubah terakhir dengan Peraturan Direksi Nomor PER. U/ KH.102/V/1/KA-2021 tanggal 23 September 2021.

Tinjauan Kinerja Pekerja [GRI 404-3]

Perseroan melakukan evaluasi kinerja setiap semester dalam setahun untuk seluruh pekerja, baik pekerja tetap maupun tidak tetap (100%) serta satuan kerja guna memastikan pemenuhan terhadap target dan tujuan kinerja. Penilaian dilakukan dengan mengacu pada visi, misi, dan tujuan jangka panjang KAI, serta *Key Performance Indicators* (KPI) atau *Performance Indicators* (PI) Korporat. Hal ini dilakukan untuk menjaga keselarasan antara pencapaian kinerja pekerja ataupun satuan kerja dengan sasaran kinerja Perseroan.

Adapun metode penilaian kinerja pekerja sebagai berikut:

1. *Key Performance Indicators* (KPI)
2. 360 derajat

EMPLOYMENT ASPECTS

Employee [GRI 3-3, 2-7]

The Company realizes that the acceleration of business transformation may run if supported by excellent and high-quality human capital (HC) with character and is competitive. To present the best products and services for customers and other stakeholders, KAI carries out comprehensive and sustainable HC management.

KAI carries out comprehensive human resource management under the coordination of the Directorate of Human Capital and General Affairs, including the recruitment process, employee turnover, implementation of employment practices, to the provision of education and training. The HC management implementation is carried out following the Board of Directors Regulation Number PER.U/KH.102/VII/1/KA2017 dated July 14, 2017, as amended several times, most recently by the Board of Directors Regulation Number PER. U/ KH.102/V/1/KA-2021 dated September 23, 2021.

Employee Performance Review [GRI 404-3]

The Company conducts a performance evaluation every semester of the year for all employees, both permanent and non-permanent (100%), and work units to ensure fulfillment of performance targets and objectives. The assessment is conducted by referring to KAI's vision, mission, and long-term goals, as well as *Key Performance Indicators* (KPI) or *Corporate Performance Indicators* (PI). This is done to ensure alignment between employee or work unit performance achievements and the Company's performance targets.

The employee performance assessment methods are as follows:

1. *Key Performance Indicators* (KPI)
2. 360 degree

Kinerja Sosial
Social Performance**Kebebasan Berkumpul dan Berserikat [GRI 2-30, 407-1]**

KAI memandang pekerja merupakan pemangku kepentingan yang memiliki peran penting bagi keberlangsungan usaha dalam jangka panjang, sehingga Perseroan berupaya menjaga hubungan yang baik dengan pekerja. Hubungan yang baik dapat meningkatkan produktivitas kerja, kesejahteraan pekerja, dan menciptakan lingkungan kerja yang positif. Atas dasar itu, Perseroan menerapkan komunikasi yang efektif, empati, etika kerja yang baik, dan kepercayaan untuk mencapai hubungan industrial yang harmonis.

Perseroan telah memiliki Serikat Pekerja Kereta Api (SPKA). Pada periode 2024, sebanyak 21.674 pekerja KAI atau 79,21% telah menjadi anggota SPKA. Untuk

Freedom of Assembly and Association [GRI 2-30, 407-1]

KAI views employees as stakeholders who have an important role in long-term business sustainability, thus the Company strives to maintain good relations with employees. Good relations can improve work productivity, employee welfare, and create a positive work environment. On that basis, the Company implements effective communication, empathy, good work ethics, and trust to achieve harmonious industrial relations.

The Company has the Indonesian Railway Workers Union (SPKA). In the 2024 period, 21,674 KAI employees or 79.21% became members of SPKA. To improve

meningkatkan hubungan komunikasi antara Manajemen dan Serikat Pekerja KAI, sekaligus melindungi seluruh pekerja KAI (100%), KAI memiliki Perjanjian Kerja Bersama (PKB) yang disusun berdasarkan Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, serta Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 255/Men/2003 tentang Tata Cara Pembentukan dan Susunan Keanggotaan Lembaga Kerja Sama Bipartit (LKS Bipartit). Penyusunan dokumen tersebut dilakukan bersama Serikat Pekerja Kereta Api (SPKA), dengan hasil dokumen mendapat tinjauan berkala setiap 2 (dua) tahun sekali. PKB yang berlaku di tahun 2023 adalah PKB perubahan dari periode 2020-2022 ke periode tahun 2022-2024 yang naskahnya ditandatangani pada 5 Juli 2022 oleh Direktur Utama sebagai pihak yang mewakili Manajemen KAI dan Ketua Umum Serikat Pekerja KAI yang mewakili SPKA.

Dokumen PKB tersebut telah didaftarkan pada Kementerian Ketenagakerjaan RI dengan Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja Nomor KEP.4/ HI.00.01/00.0000.220629007/B/ VIII/2022 tanggal 16 Agustus 2022. Manajemen KAI senantiasa melindungi dan memenuhi hak pekerja sesuai dengan ketentuan yang tercantum di dalam PKB. Seluruh penetapan, peraturan, dan remunerasi yang berlaku bagi pekerja KAI telah sesuai peraturan dan kebijakan yang berlaku dan disetujui oleh seluruh (100%) pekerja organik dalam PKB, termasuk kebebasan berserikat dan periode pemberitahuan minimum 2 (dua) minggu sebelum pekerja mengalami perubahan operasional seperti mutase.

Informasi Terkait Perubahan Operasi Signifikan [GRI 402-1]

KAI senantiasa berupaya meraih pertumbuhan yang berkualitas melalui transformasi yang komprehensif, mencakup digitalisasi, peningkatan layanan, dan modernisasi sarana dan prasarana. Dengan kinerja ekonomi yang positif, Perseroan dapat mendukung kesejahteraan pekerja. Namun risiko ketidakpastian finansial dapat terjadi di masa depan sehingga mengakibatkan perubahan operasi signifikan dalam operasional, terutama berkaitan dengan penghentian kerja pekerja. Hal ini berdampak besar bagi pekerja. Untuk itu Perseroan menetapkan pemberlakuan pemutusan hubungan kerja selama 14 hari kerja sejak Surat Keputusan Hukuman Disiplin Tingkat Berat disampaikan/diberitahukan kepada pekerja. Hal tersebut bertujuan untuk memberikan kesempatan bagi pekerja dalam hal akan mengajukan keberatan atas keputusan Perseroan dan hal tersebut telah sesuai dengan ketentuan sebagaimana diatur dalam peraturan perundangan yang berlaku

communication between Management and the KAI Workers Union, while protecting all KAI employees (100%), KAI has a Collective Labor Agreement (PKB) prepared based on Law No. 13 of 2003 concerning Employment and the Decree of the Minister of Manpower and Transmigration No. 255/Men/2003 concerning Procedures for the Formation and Membership of Bipartite Cooperation Institutions (LKS Bipartit). The document preparation was carried out in collaboration with the KAI Workers' Union (SPKA), with the document results being periodically reviewed every 2 (two) years. The PKB applicable in 2023 is a revised agreement from the 2020-2022 period to the 2022-2024 period, with the document signed on July 5, 2022, by the President Director representing KAI Management and the Chairman of the KAI Workers' Union representing SPKA.

The PKB document has been registered with the Ministry of Manpower of the Republic of Indonesia under the Decree of the Director General of Industrial Relations and Workforce Social Security No. KEP.4/HI.00.01/00.0000.220629007/B/VIII/2022 dated August 16, 2022. KAI Management continuously protects and fulfills employee rights as stipulated in the PKB. All provisions, regulations, and remuneration applicable to KAI employees comply with existing laws and policies and are approved by all (100%) organic employees in the PKB, including freedom of association and a minimum notice period of two weeks before employees experience operational changes such as transfers.

Information Related to Significant Operational Changes [GRI 402-1]

KAI continues to strive to achieve quality growth through comprehensive transformation, including digitalization, service improvement, and modernization of facilities and infrastructure. The Company can support employee welfare with positive economic performance. However, the risk of financial uncertainty may occur in the future, resulting in significant operational changes in operations, especially related to employee termination. This has a major impact on employees. For this reason, the Company has determined the implementation of termination of employment for 14 working days since the Severe Disciplinary Punishment Decision Letter is delivered/notified to employees. This aims to provide an opportunity for employees to file objections to the Company's decision and this has been in accordance with the provisions as stipulated in the applicable laws and regulations.

Perekrutan Pegawai Baru dan Pergantian Pegawai [GRI 3-3, 401-1]

KAI melakukan perekrutan pegawai baru dan pergantian pegawai sebagai upaya mendukung aktivitas operasional dan pengembangan organisasi. Pada periode 2024, Perseroan telah mengeluarkan biaya sebesar Rp5.186.355.756,- untuk melakukan perekrutan. Adapun rekrutmen dan pergantian pekerja KAI pada tahun 2024 adalah sebagai berikut:

New Employee Recruitment and Employee Turnover [GRI 3-3, 401-1]

KAI conducts new employee recruitment and employee turnover in an effort to support operational activities and organizational development. In 2024, the Company spent Rp5,186,355,756 to conduct recruitment. KAI's recruitment and employee turnover in 2024 are as follows:

Jumlah Pekerja Baru Berdasarkan Wilayah Kerja

Number of New Employees by Work Region

Wilayah Operasional / Operational Area	2024				2023				2022			
	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)
Balai Yasa Manggarai / Manggarai Railway Workshop	9	6	15	2,36%	19	0	19	1,10%	0	0	0	0,00%
Balai Yasa Pulubrayan / Pulubrayan Railway Workshop	3	0	3	0,47%	1	0	1	0,06%	0	0	0	0,00%
Balai Yasa Tegal / Tegal Railway Workshop	8	5	13	2,05%	11	0	11	0,64%	4	0	4	0,34%
Balai Yasa Lahat / Lahat Railway Workshop	8	5	13	2,05%	27	2	29	1,69%	14	0	14	1,18%
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	8	2	10	1,57%	25	4	29	1,69%	3	0	3	0,25%
Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	9	2	11	1,73%	8	1	9	0,52%	0	0	0	0,00%
Daop 1 Jakarta / Operation Area 1 Jakarta	103	2	105	16,54%	147	1	148	8,60%	97	10	107	8,99%
Daop 2 Bandung / Operation Area 2 Bandung	11	1	12	1,89%	110	1	111	6,45%	84	7	91	7,65%
Daop 3 Cirebon / Operation Area 3 Cirebon	21	2	23	3,62%	54	0	54	3,14%	22	1	23	1,93%
Daop 4 Semarang / Operation Area 4 Semarang	17	0	17	2,68%	63	1	64	3,72%	19	2	21	1,76%
Daop 5 Purwokerto / Operation Area 5 Purwokerto	22	1	23	3,62%	58	0	58	3,37%	10	1	11	0,92%
Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	20	1	21	3,31%	79	1	80	4,65%	10	7	17	1,43%
Daop 7 Madiun / Operation Area 7 Madiun	12	0	12	1,89%	33	0	33	1,92%	9	0	9	0,76%
Daop 8 Surabaya / Operation Area 8 Surabaya	28	4	32	5,04%	102	1	103	5,99%	24	4	28	2,35%

Wilayah Operasional / Operational Area	2024				2023				2022			
	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)
Daop 9 Jember / Operation Area 9 Jember	12	0	12	1,89%	17	1	18	1,05%	2	1	3	0,25%
Divre I Sumatera Utara / Regional Division I North Sumatera	15	0	15	2,36%	92	0	92	5,35%	40	1	41	3,45%
Divre II Sumatera Barat / Regional Division II West Sumatera	24	0	24	3,78%	38	0	38	2,21%	4	0	4	0,34%
Divre III Palembang / Regional Division III Palembang	143	3	146	22,99%	389	0	389	22,62%	379	5	383	32,18%
Divre IV Tanjung Karang / Regional Division IV Tanjung Karang	47	0	47	7,40%	217	1	218	12,67%	199	3	202	16,97%
Gudang Persediaan / Stock Warehouse	0	0	0	0,00%	0	0	0	0,00%	0	0	0	0,00%
Kantor Pusat / Head Office	39	40	79	12,44%	92	44	136	7,91%	27	4	31	2,61%
LRT Jabodebek / Jabodebek LRT	1	0	1	0,16%	64	13	77	4,48%	191	7	198	16,64%
Pendidikan & Latihan / Education & Training	0	0	0	0,00%	1	2	3	0,17%	0	0	0	0,00%
PT Railink - Kantor Pusat / PT Railink - Head Office	0	0	0	0,00%	0	0	0	0,00%	0	0	0	0,00%
Subdivre I.1 Aceh / Regional Sub Division I.1 Aceh	0	0	0	0,00%	0	0	0	0,00%	0	0	0	0,00%
Unit Kesehatan / Health Unit	1	0	1	0,16%								
Jumlah / Total	561	74	635	100,00%	1.647	73	1.720	100,00%	1.138	52	1.190	100,00%

Jumlah Pekerja Baru Berdasarkan Usia

Number of New Employees by Age

Usia / Age	2024				2023				2022			
	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)
18-20	219	0	219	34,49%	0	0	0	0,00%	0	0	0	0,00%
21-30	339	71	410	64,57%	1.608	72	1.680	97,67%	1.137	52	1.189	99,92%
31-40	2	1	3	0,47%	38	1	39	2,27%	2	0	2	0,17%
41-50	1	2	3	0,47%	0	0	0	0,00%	0	0	0	0,00%
51-56	0	0	0	0%	1	0	1	0,06%	0	0	0	0,00%
Jumlah / Total	561	74	635	100,00%	1.647	73	1.720	100,00%	1.138	52	1.190	100,00%

Jumlah Pekerja Baru Berdasarkan Level Jabatan

Number of New Employees by Position Level

Level Jabatan / Position Level	2024				2023				2022			
	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)	Pria / Male	Wanita / Female	Total	Persentase (%)	Pria / Male	Wanita / Female	Total	Persentase / Percentage (%)
EVP	1	0	1	0,16%	0	0	0	0,00%	0	0	0	0,00%
VP	1	2	3	0,47%	0	0	0	0,00%	0	0	0	0,00%
Manager	0	1	1	0,16%	0	0	0	0,00%	0	0	0	0,00%
Asisstant Manager	0	0	0	0,00%	5	4	9	0,53%	6	0	6	0,51%
Supervisor	0	0	0	0,00%	42	1	43	2,51%	62	8	70	5,93%
Pelaksana / Executive	558	71	629	99,06%	1.592	69	1.661	96,96%	1.062	43	1.105	93,56%
Calon Pekerja / Prospective Workers	1		1	0,16%	0	0	0	0,00%	0	0	0	0,00%
Jumlah / Total	561	74	635	100,00%	1639	74	1.713	100,00%	1.130	51	1181	100,00%

Turnover Pekerja Berdasarkan Wilayah Kerja

Employee Turnover by Work Area

Usia / Age	2024			2023			2022		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
21-30	23	2	25	20	3	23	23	3	26
31-40	60	2	62	31	3	34	46	7	53
41-50	114	8	122	100	3	103	84	5	89
51-56	577	8	585	587	7	594	529	5	534
Jumlah / Total	774	20	794	738	16	754	682	20	702
Persentase / Percentage	2,83%	1,26%	4,09%	2,76%	1,01%	2,66%	2,51%	0,07%	2,59%

Kesetaraan Kesempatan Bekerja [OJK F.18][GRI 202-2]

Untuk dapat memiliki SDM yang unggul, berkarakter, dan memiliki daya saing, KAI menjalankan prinsip kesetaraan kesempatan bekerja bagi calon pekerja, tanpa memandang jenis kelamin, fisik, dan SARA. KAI melakukan rekrutmen terbuka melalui Program Perekrutan Bersama BUMN Putra-Putri Terbaik Papua dan Papua Barat. Di samping itu, rekrutmen KAI juga telah mengakomodasi kategori pelamar dengan disabilitas, yaitu bersumber dari Program Perekrutan Bersama BUMN.

Kesempatan bekerja yang setara juga diberlakukan untuk posisi manajemen senior. Manajemen senior di Grup KAI adalah yang menduduki jabatan Executive Vice President, Vice President dan Manager. Sebanyak 100% manajemen senior kami adalah penduduk Indonesia. [GRI 202-2]

Equal Employment Opportunity [OJK F.18][GRI 202-2]

KAI implements the principle of equal employment opportunities for prospective employees to gain excellent HC with character and is competitive, without discriminating against genders, physique, or SARA (Ethnicity, Religion, Race, and Inter-Group). KAI conducts open recruitment through the Joint Recruitment Program for the Best Sons and Daughters of Papua and West Papua. Additionally, KAI's recruitment process accommodates applicants with disabilities through the Joint Recruitment Program of State-Owned Enterprises (SOE).

Equal employment opportunities also apply to senior management positions. Senior management in the KAI Group are those who hold the positions of Executive Vice President, Vice President and Manager. 100% of our senior management are Indonesian citizens. [GRI 202-2]

Prinsip kesetaraan kesempatan bekerja tidak hanya diberikan kepada para calon pekerja tetapi juga seluruh pekerja KAI. KAI memberikan menjamin kesempatan bekerja secara objektif melalui penerapan kebijakan *Job Grade* dan *Job Class* pada proses promosi pekerja, berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor Per.U/KH.306/ III/1/ KA-2019 tentang Mutasi Jabatan. *Job grade* merujuk pada peringkat jabatan yang ditetapkan sebagai pedoman untuk pengaturan jalur karir dan program pengembangan bagi pekerja. Sementara *job class* merupakan peringkat jabatan dalam suatu tingkatan berdasarkan dimensi pekerjaan sebagai pedoman untuk penetapan penghasilan atau remunerasi pekerja.

Kesempatan Bekerja bagi Masyarakat Adat atau Komunitas Lokal

KAI tidak hanya berfokus pada perolehan laba tetapi juga bertekad untuk menghadirkan manfaat ekonomi bagi masyarakat sekitar, sebagai pemangku kepentingan yang penting dan menerima dampak langsung dari aktivitas operasi Perseroan. KAI membuka kesempatan yang setara bagi masyarakat adat ataupun komunitas lokal di sekitar area operasi Perseroan dalam proses rekrutmen pekerja. Hal tersebut merupakan bagian dari komitmen KAI untuk berkontribusi dalam pemenuhan SDGs, khususnya bagi target pekerjaan yang layak dan pertumbuhan ekonomi.

Pada tahun 2024 KAI telah melakukan identifikasi persentase pekerja dan manajemen dari masyarakat setempat pada masing-masing wilayah operasional sebagai berikut: **[GRI 202-2]**

Equal employment opportunities are not only provided to prospective employees, but also to current employees of KAI. KAI guarantees equal employment opportunities objectively by applying a Job Grade and Job Class policy in the employee promotion process, based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number Per.U/KH.306/III/1/KA-2019 concerning Job Transfers. Job grade refers to the job ranking established as a guideline for career path management and employee development programs. Job class represents the job ranking within a certain level based on job dimensions, serving as a guideline for determining employee income or remuneration.

Employment Opportunities for Indigenous Peoples or Local Communities

KAI does not only focus on profit gain, but it also strives to provide economic benefits for the local communities, as important stakeholders and directly impacted by the Company's operations. KAI provides equal opportunities for indigenous peoples or local communities around the Company's operational areas in the employee recruitment process. This is part of KAI's commitment to contributing to the fulfillment of the SDGs, particularly for the target of decent work and economic growth.

In 2024, KAI has identified the percentage of employees and management from local communities at each of our locations in the following table: **[GRI 202-2]**

Wilayah Kerja / Work Area	Jumlah Persentase Pekerja dan Manajemen lokal / Total Percentage of Local Employees and Management
KAI Kantor Pusat / KAI Head Office	- Pekerja / Employees: 83,73% - Manajemen / Management: 16,27%
Balai Yasa Manggarai / Manggarai Railway Workshop	- Pekerja / Employees: 98,14% - Manajemen / Management: 1,86%
Balai Yasa Tegal / Tegal Railway Workshop	- Pekerja / Employees: 97,24% - Manajemen / Management: 2,76%
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	- Pekerja / Employees: 98,20% - Manajemen / Management: 1,80%
Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop	- Pekerja / Employees: 97,45% - Manajemen / Management: 2,55%
Balai Yasa Lahat / Lahat Railway Workshop	- Pekerja / Employees: 97,97% - Manajemen / Management: 2,03%
Balai Yasa Pulubrayan / Pulubrayan Railway Workshop	- Pekerja / Employees: 93,62% - Manajemen / Management: 6,38%
Daop 1 Jakarta / Operation Area 1 Jakarta	- Pekerja / Employees: 99,07% - Manajemen / Management: 0,93%
Daop 2 Bandung / Operation Area 2 Bandung	- Pekerja / Employees: 98,85% - Manajemen / Management: 1,15%
Daop 3 Cirebon / Operation Area 3 Cirebon	- Pekerja / Employees: 98,48% - Manajemen / Management: 1,52%

Wilayah Kerja / Work Area	Jumlah Persentase Pekerja dan Manajemen lokal / Total Percentage of Local Employees and Management
Daop 4 Semarang / Operation Area 4 Semarang	- Pekerja / Employees: 98,83% - Manajemen / Management: 1,17%
Daop 5 Purwokerto / Operation Area 5 Purwokerto	- Pekerja / Employees: 98,88% - Manajemen / Management: 1,12%
Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	- Pekerja / Employees: 98,87% - Manajemen / Management: 1,13%
Daop 7 Madiun / Operation Area 7 Madiun	- Pekerja / Employees: 98,57% - Manajemen / Management: 1,43%
Daop 8 Surabaya / Operation Area 8 Surabaya	- Pekerja / Employees: 99,00% - Manajemen / Management: 1,00%
Daop 9 Jember / Operation Area 9 Jember	- Pekerja / Employees: 98,45% - Manajemen / Management: 1,55%
Divre I Sumatera Utara / Regional Division I North Sumatera	- Pekerja / Employees: 98,55% - Manajemen / Management: 1,45%
Subdivre I.1 Aceh / Regional Sub Division I.1 Aceh	- Pekerja / Employees: 72,22% - Manajemen / Management: 27,78%
Divre II Sumatera Barat / Regional Division II West Sumatera	- Pekerja / Employees: 1,60% - Manajemen / Management: 98,40%
Divre III Palembang / Regional Division III Palembang	- Pekerja / Employees: 99,20% - Manajemen / Management: 0,80%
Divre IV Tanjung Karang / Regional Division IV Tanjung Karang	- Pekerja / Employees: 99,04% - Manajemen / Management: 0,96%
Divisi LRT Jabodebek / Jabodebek LRT Division	- Pekerja / Employees: 94,91% - Manajemen / Management: 5,09%
Rata-Rata / Average	Pekerja / Employees: 96,26% Manajemen / Management: 3,74%

Kesempatan Bekerja bagi Penyandang Disabilitas

KAI memberikan kesempatan bekerja yang setara bagi penyandang disabilitas sebagai wujud komitmen Perseroan dalam memenuhi hak asasi manusia sekaligus bagian dari upaya menyeluruh dalam menghadirkan kesempatan bekerja yang inklusif. Komitmen ini tertuang dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KH.102/VIII/1/KA-2019 tanggal 5 Agustus 2019 tentang Perubahan Kedua atas Peraturan Direksi Nomor PER.U/KH.102/VII/1/KA-2017 tentang Pengadaan Pekerja. Peraturan Direksi tersebut mengatur ketentuan Pengadaan Pekerja Penyandang Disabilitas. Pada praktiknya, KAI menjalankan komitmennya untuk memberikan kesempatan bekerja bagi penyandang disabilitas melalui Program Rekrutmen Bersama BUMN bekerja sama dengan Forum Human Capital Indonesia, dengan hasil sebagai berikut:

Employment Opportunities for Persons with Disabilities

KAI provides equal employment opportunities for persons with disabilities as a form of the Company's commitment to fulfilling human rights, as well as part of a comprehensive effort to provide inclusive employment opportunities. This commitment is realized based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KH.102/VIII/1/KA-2019 dated August 5, 2019, concerning the Second Amendment to the Board of Directors Regulation Number PER.U/KH.102/VII/1/KA-2017 concerning Procurement of Workers, regulating the provisions for Procurement of Workers with Disabilities. In practice, KAI carries out its commitment to provide employment opportunities for persons with disabilities through the BUMN Joint Recruitment Program in collaboration with the Indonesian Human Capital Forum, with the following results:

Kedudukan / Position	Tahun / Year					Grand Total
	2019	2021	2022	2023	2024	
Kantor Pusat / Head Office	0	0	0	1	2	3
DAOP 1 Jakarta / Operation Area 1 Jakarta	0	4	0	0	0	4
DAOP 2 Bandung / Operation Area 2 Bandung	0	1	1	0	0	2
DAOP 4 Semarang / Operation Area 4 Semarang	1	2	0	0	0	3
DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	1	1	0	0	0	2
DIVRE III Palembang / Regional Division III Palembang	1	0	0	0	0	1
LRT Jabodebek / Jabodebek LRT	0	0	0	1	0	1
Anak Perusahaan / Subsidiaries	0	0	2	0	0	2
Jumlah / Total	3	8	3	2	2	18

*) Data per 20 Juni 2025 / Data as of June 20, 2025

Dengan adanya penambahan melalui program rekrutmen, saat ini KAI telah mempekerjakan pekerja penyandang disabilitas sejumlah 27 orang yang tersebar di seluruh wilayah operasional Perusahaan, dengan rincian sebagai berikut:

With the addition of the recruitment program, KAI has currently employed 27 disabled workers spread across the Company's operational areas, with the following details:

Kedudukan / Position	Jenis Kelamin / Gender		Grand Total
	Pria / Male	Wanita / Female	
Kantor Pusat / Head Office	4	1	5
DAOP 1 Jakarta / Operation Area 1 Jakarta	1	3	4
DAOP 2 Bandung / Operation Area 2 Bandung	2	2	4
DAOP 3 Cirebon / Operation Area 3 Cirebon	1	0	1
DAOP 4 Semarang / Operation Area 4 Semarang	2	1	3
DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta	3	0	3
DAOP 9 Jember / Operation Area 9 Jember	1	0	1
DIVRE III Palembang / Regional Division III Palembang	0	1	1
Balai Yasa Yogyakarta / Yogyakarta Railway Workshop	2	0	2
LRT Jabodebek / Jabodebek LRT	1	0	1
Anak Perusahaan / Subsidiaries	2	0	2
Jumlah / Total	19	8	27

*) Data per 20 Juni 2025 / Data as of June 20, 2025

Persentase Pekerja Perempuan

PT Kereta Api Indonesia berkomitmen untuk memastikan keberagaman gender sebagai salah satu aspek utama dalam kebijakan ketenagakerjaan perusahaan. Kami percaya keberagaman gender tidak hanya meningkatkan kualitas, tetapi juga memperkuat transparansi perusahaan dalam menangani isu-isu keberagaman di tempat kerja.

Percentage of Female Employees

PT Kereta Api Indonesia is committed to ensuring gender diversity as one of the main aspects of the Company's employment policy. We believe that gender diversity not only improves quality, but also strengthens the Company's transparency in handling diversity issues within the workplace, which encourages the creation of a more inclusive

Keberagaman ini mendorong terciptanya lingkungan yang lebih inklusif, memperkaya pertukaran ide dan perspektif yang beragam, serta meningkatkan kemampuan inovatif dan pemecahan masalah. Dengan demikian, KAI yakin dapat mampu menarik dan mempertahankan talenta terbaik, meningkatkan keterlibatan pekerja, serta mendorong efisiensi dan kinerja perusahaan yang lebih tinggi. PT Kereta Api Indonesia berinisiatif untuk meningkatkan porsi perempuan dalam angkatan kerja dan dalam posisi kepemimpinan. Hal ini ditunjukkan melalui proporsi pekerja perempuan yang tersebar di setiap level manajemen dengan detail sebagai berikut.

environment, enriches the exchange of diverse ideas and perspectives, and improves innovative and problem-solving capabilities. Therefore, KAI is confident that it can attract and retain the best talent, increase employee engagement, and drive higher Company efficiency and performance. PT Kereta Api Indonesia has taken the initiative to increase the portion of women in the workforce and leadership positions. This is shown through the proportion of female employees spread across each management level with the following details.

No.	Indikator Keberagaman / Diversity Indicators	Persentase / Percentage (%)
1	Persentase perempuan dalam total tenaga kerja / Percentage of women in total workforce	5,63%
2	Persentase perempuan yang menduduki semua posisi manajemen / Percentage of women holding all management positions	5,74%
3	Persentase perempuan yang menduduki semua posisi top manajemen / Percentage of women holding all top management positions	0,07%
4	Persentase perempuan yang menduduki posisi manajemen junior / Percentage of women holding junior management positions	3,57%
5	Persentase perempuan yang menduduki posisi manajemen pada fungsi penghasil pendapatan / Percentage of women holding management positions in revenue-generating functions	0,98%
6	Persentase perempuan yang menduduki posisi terkait STEM (sebagai % dari total posisi STEM) / Percentage of women holding STEM-related positions (as % of total STEM positions)	0,65%

Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19] [GRI 408-1, 409-1]

Dalam menjalankan kegiatan usahanya, KAI menentang keras praktik tenaga kerja anak di lingkungan Perseroan. Hal ini tercermin dari kebijakan dan pelaksanaan rekrutmen yang dijalankan sesuai dengan Peraturan Direksi Nomor PER.U/KH.102/ VII/1/KA2017 tanggal 14 Juli 2017 sebagaimana telah beberapa kali diubah terakhir dengan Peraturan Direksi Nomor PER.U/KH.102/V/1/KA-2021 tanggal 23 September 2021. Kebijakan tersebut mengatur salah satu persyaratan yang wajib dipenuhi oleh Pelamar Pengadaan Pekerja melalui jalur reguler tingkat pendidikan Sekolah Menengah Atas (SMA) adalah berusia minimal 18 (delapan belas) tahun dan maksimal 25 (dua puluh lima) tahun. Penerapan kebijakan tersebut sekaligus merupakan jaminan bahwa KAI tidak mempekerjakan tenaga kerja anak. Sampai dengan 31 Desember 2024, tidak terdapat insiden penggunaan tenaga kerja anak di dalam aktivitas operasional Perseroan.

Selain mengancam keras praktik tenaga kerja anak, KAI juga menentang keras praktik kerja paksa. KAI mengatur jam kerja berdasarkan regulasi ketenagakerjaan yang diatur dalam Perjanjian Kerja Bersama (PKB), yakni 8 jam sehari atau 40 jam

Child Labor and Forced Labor [OJK F.19] [GRI 408-1, 409-1]

In carrying out its business operations, KAI condemns the use of child labor within the Company. This is reflected in its recruitment policy and implementation, in accordance with the Board of Directors Regulation Number PER.U/KH.102/ VII/1/KA-2017 dated July 14, 2017, as amended several times, most recently by the Board of Directors Regulation Number PER.U/KH.102/V/1/KA-2021 dated September 23, 2021. The policy stipulates that one of the requirements for applicants applying through the regular recruitment channel with a high school education level is to be at least 18 (eighteen) years old and no more than 25 (twenty-five) years old. The implementation of this policy ensures that KAI does not employ child labor. As of December 31st, 2023, there have been no incidents of child labor in the Company's operational activities.

In addition to strongly condemning child labor practices, KAI strongly opposes forced labor practices. KAI regulates working hours according to employment regulations outlined in the Collective Labor Agreement (PKB), with employees working 8

dalam seminggu. Pelaksanaan sistem *shift* dilakukan sesuai dengan ketentuan hukum yang berlaku, termasuk batas jam kerja maksimum. Sistem *shift* memungkinkan operasional kereta api 24 jam, namun tetap menjaga hak istirahat dan kesejahteraan pekerja.

KAI juga memberikan hak cuti dan hari libur kepada pekerja, antara lain berupa cuti tahunan, cuti sakit, cuti menikah, cuti melahirkan/keguguran, cuti membaptiskan anak, cuti menikahkan anak, cuti istri melahirkan, cuti besar, cuti haid, cuti keagamaan, cuti menikah, cuti mengkhitan anak, cuti menghadiri wisuda anak, cuti keluarga sakit, cuti istri melahirkan/keguguran, dan cuti keluarga meninggal. Di samping itu, Perseroan mengikutsertakan seluruhnya pada program jaminan sosial pemerintah untuk kesehatan, kecelakaan, jaminan hari tua serta pensiun, dan kematian. KAI juga terbuka dengan umpan balik dan musyawarah bersama pekerja. **[GRI 401-2]**

Di sisi lain, sebagai bentuk dukungan terhadap implementasi hak asasi manusia, KAI berkomitmen untuk menjalin kerja sama dengan mitra bisnis yang memiliki prinsip dan kepedulian yang sama dengan KAI, yaitu tidak mempekerjakan pekerja anak dan kerja di bawah paksaan. Kami memastikan bahwa seluruh (100%) mitra usaha kami telah lolos seleksi standar sosial yang tinggi dan patuh terhadap regulasi dan kebijakan yang berlaku. Atas upaya itu, semua rantai pasok kami tidak memiliki dampak sosial negatif aktual dan signifikan sebagaimana yang tercantum pada Peraturan Direksi PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa. **[GRI 2-27, 414-1, 414-2]**

Cuti Melahirkan [GRI 401-3]

Sebagai upaya menyeluruh dalam memastikan pemenuhan hak-hak pekerja, KAI memberikan hak cuti melahirkan sesuai ketentuan perundang-undangan yang berlaku. Hak cuti melahirkan diberikan kepada seluruh pekerja perempuan dan hak cuti istri melahirkan bagi seluruh pekerja laki-laki. Pekerja perempuan yang akan melahirkan mendapatkan hak cuti sejumlah 3 (tiga) bulan, sedangkan pekerja laki-laki dengan istri melahirkan mendapatkan hak cuti sejumlah 3 (tiga) hari kerja. Ketentuan hak cuti melahirkan diatur melalui Peraturan Direksi Nomor PER. U/KH.201/IX/1/KA-2022 tentang Izin Tidak Masuk Bekerja dan/atau Tidak Melakukan Pekerjaan.

hours a day or 40 hours a week. The implementation of the shift system is carried out in accordance with applicable legal provisions, including maximum working hour limits. The shift system allows 24-hour train operations, but still maintains the right to rest and employee welfare.

KAI also grants leave and holidays to employees, including annual leave, sick leave, marriage leave, maternity/miscarriage leave, child baptism leave, child marriage leave, spouse's maternity leave, long leave, menstrual leave, religious leave, marriage leave, circumcision leave, attendance at children's graduations leave, family illness leave, spouse's miscarriage leave, and family bereavement leave. Furthermore, the Company includes all of them in the government social security programs for health, accident, old-age benefits, pensions, and death. KAI is open to feedback and consultations with employees as well. **[GRI 401-2]**

On the other hand, as a form of support for the implementation of human rights, KAI is committed to collaborating with business partners who share KAI's principles and concerns regarding the prohibition of child labor and forced labor. We ensure that all (100%) of our business partners undergo rigorous social standards selection and comply with relevant regulations and policies. Therefore, all our supply chains are free from any actual and significant negative social impacts, as stated in the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 on Procurement Guidelines for Goods and Services. **[GRI 2-27, 414-1, 414-2]**

Maternity Leave [GRI 401-3]

As a comprehensive effort to ensure the fulfillment of employee rights, KAI provides maternity leave in accordance with applicable laws and regulations. Maternity leave rights are granted to all female employees and paternity leave rights to male employees whose wives are giving birth. Female employees who are about to give birth are entitled to 3 (three) months of leave, while male employees whose wives are giving birth are entitled to 3 (three) working days of leave. The provision of maternity leave for KAI employees is regulated through the Director's Regulation Number PER.U/KH.201/IX/1/KA-2022 concerning Leave of Absence from Work and/or Not Performing Work.

Pada tahun 2024, terdapat sebanyak 1.576 pekerja perempuan yang mengambil hak cuti melahirkan, dan 100% telah kembali bekerja. Jumlah pengambilan cuti melahirkan berkurang jika dibandingkan dengan tahun sebelumnya sebanyak 1.534 orang, dan 100% telah kembali bekerja.

In 2024, 1,576 female employees took their maternity leave rights, and 100% of them returned to work. The number of people taking maternity leave decreased compared to the previous year by 1,534 people, and 100% have returned to work.

Uraian / Description	Perempuan / Women			Laki-laki yang Cuti Mendampingi Istrinya Melahirkan / Men on maternity leave to accompany their wives during childbirth		
	2024	2023	2022	2024	2023	2022
Total pekerja yang berhak mendapat cuti melahirkan / Total employees eligible for maternity leave	1.576	1.534	1.470	21.935	22.189	22.477
Total pekerja yang kembali bekerja pada periode pelaporan setelah cuti melahirkan kembali / Total employees who returned to work in the reporting period after returning to work from maternity leave	80	102	109	1.201	661	-
Total pekerja yang kembali bekerja setelah cuti melahirkan berakhir dan masih bekerja setelah 12 bulan / Total employees who returned to work after maternity leave ended and were still working after 12 months	80	102	109	1.201	661	-
Tingkat pekerja yang mengambil cuti melahirkan yang kembali bekerja dan dapat dipertahankan / Rate of employees who took maternity leave, returned to work, and were retained (%)	100%	100%	100%	100%	100%	-

Keterangan / Notes:

1. Data pekerja yang melakukan cuti melahirkan berdasarkan Sistem Informasi Pekerja. / Data on employees taking maternity leave based on the Employee Information System.
2. Data pekerja laki laki adalah yang berstatus menikah. / Data on male employees are those who are married.
3. Tahun 2022 belum tersedia cuti yang secara khusus untuk mendampingi pasangan/istri melahirkan, namun Perusahaan menjamin dengan memberikan hak cuti tahunan / In 2022, there was no leave specifically for accompanying a partner/wife giving birth, but the Company guaranteed it by providing the right to annual leave

Kebijakan Remunerasi Pegawai [OJK F.20][GRI 2-19, 202-1]

KAI memberikan perhatian terhadap remunerasi pekerja sebagai upaya mendukung terwujudnya kesejahteraan pekerja. Dalam menetapkan besaran remunerasi pekerja mengacu pada standar pemenuhan kebutuhan hidup serta peraturan perundang-undangan yang berlaku terkait penetapan besaran gaji pekerja.

Kami menjamin bahwa seluruh pekerja telah mendapatkan hak pemberian upah sesuai ketentuan Kementerian Ketenagakerjaan berdasarkan kota/kabupaten wilayah operasional mereka bekerja. Kami juga memastikan tidak ada perbedaan dalam besaran remunerasi berdasarkan jenis kelamin maupun faktor SARA. Dengan demikian, gaji pokok dan remunerasi antara pekerja pria dan wanita KAI diberikan secara adil dan setara, yakni 1:1.

Sebagai wujud komitmen KAI dalam menyalurkan nilai ekonomi bagi pekerja sebagai pemangku kepentingan yang signifikan untuk keberlanjutan usaha, Perseroan telah memastikan bahwa upah yang diterima oleh pekerja pada tingkat paling rendah telah memenuhi atau melebihi besaran upah minimum yang ditetapkan peraturan perundang-undangan yang berlaku.

Employee Remuneration Policy [OJK F.20][GRI 2-19, 202-1]

KAI pays attention to employee remuneration as a form of supporting the realization of employee welfare. Determining the amount of employee remuneration refers to the standards for meeting living needs and the applicable laws and regulations related to employee salary determination.

We ensure that all employees receive wages in accordance with the Ministry of Manpower's provisions based on the city/district of their operational work areas. We also ensure that there is no discriminatory practice in the amount of remuneration based on gender or SARA factors. Therefore, basic salaries and remuneration between male and female KAI employees are given fairly and equally, namely 1:1.

As a form of KAI's commitment to providing economic value to employees as a significant stakeholder in business sustainability, the Company ensures that wages received by employees at the lowest levels meet or exceed the minimum wage determined by applicable laws and regulations.

Perbandingan UMP dan Imbal Jasa Pegawai Tingkat Terendah [GRI 3-3, 202-1, 405-2]

Comparison of Minimum Wage and Lowest Employee Compensation [GRI 3-3, 202-1, 405-2]

No.	Unit Usaha / Business Unit	Unit Usaha / Business Unit	Upah Minimum Provinsi / Provincial Minimum Wage (Rp)	Imbal Jasa Pekerja Tingkat Terendah / Lowest Level Employee Salary (Rp)	Rasio Pencapaian / Achievement Ratio
1.	Daop 1 / Operation Area 1	Kota Jakarta / Jakarta City	5.067.381	6.377.000	125,84%
2.	Daop 2 / Operation Area 2	Kota Bandung / Bandung City	4.209.309	5.702.000	135,46%
3.	Daop 3 / Operation Area 3	Kota Cirebon / Cirebon City	2.533.038	5.702.000	225,11%
4.	Daop 4 / Operation Area 4	Kota Semarang / Semarang City	3.243.969	5.702.000	175,77%
5.	Daop 5 / Operation Area 5	Kab. Banyumas / Banyumas Regency	2.195.690	5.702.000	259,69%
6.	Daop 6 / Operation Area 6	Kota Yogyakarta / Yogyakarta City	2.492.997	5.702.000	228,72%
7.	Daop 7 / Operation Area 7	Kota Madiun / Madiun City	2.274.277	5.702.000	250,72%
8.	Daop 8 / Operation Area 8	Kota Surabaya / Surabaya City	4.725.479	5.702.000	120,67%
9.	Daop 9 / Operation Area 9	Kab. Jember / Jember Regency	2.665.392	5.702.000	213,93%
10.	Divre I / Regional Division I	Kota Medan / Medan City	3.769.082	5.702.000	151,28%
11.	Divre II / Regional Division II	Kota Padang / Padang City	2.811.449	5.702.000	202,81%
12.	Divre III / Regional Division III	Kota Palembang / Palembang City	3.677.592	6.202.000	168,64%
13.	Divre IV / Regional Division IV	Kota Bandar Lampung / Bandar Lampung City	3.103.631	6.202.000	199,83%

Pemenuhan Kesejahteraan Pegawai setelah Berakhirnya Masa Kerja [GRI 201-3, 3-3, 404-1, 404-2]

Perseroan menetapkan usia pensiun pekerja yaitu 56 tahun. Sebagai bentuk apresiasi atas pengabdian dan dedikasi pekerja yang telah bekerja dan berkontribusi terhadap kemajuan dan keberlanjutan bisnis KAI dalam jangka waktu yang lama, KAI berkomitmen memenuhi kesejahteraan pekerja secara menyeluruh hingga setelah berakhirnya masa kerja. Merujuk pada Peraturan Direksi Nomor PER.U/ KH.401/I/2/ KA-2023 tentang Penghasilan Pekerja Perjanjian Kerja Waktu Tidak Tertentu, pekerja KAI mendapatkan jaminan sosial hari tua dan pensiun wajib pemerintah. Besaran tunjangan pensiun yang diberikan oleh Perseroan telah diungkapkan pada bagian Tata Kelola Keberlanjutan dalam Laporan Tahunan dan Keberlanjutan ini.

KAI juga memberikan pelatihan kepada para pekerja yang akan memasuki pensiun. Pelatihan diberikan sejak kurang 3 tahun sebelum memasuki masa pensiun. Pelatihan tersebut bertujuan untuk mempersiapkan individu memasuki masa pensiun dengan lebih baik dan sejahtera, baik secara finansial, emosional, maupun psikologis.

Employee Welfare After the End of Employment Period [GRI 201-3, 3-3, 404-1, 404-2]

The Company sets the employee retirement age at 56 years. As an appreciation for the devotion and dedication of employees who have worked and contributed to the progress and sustainability of KAI's business for a long period of time, KAI is committed to fulfilling employee welfare in its entirety until after the end of their employment period. Referring to the Board of Directors Regulation No. PER.U/KH.401/I/2/ KA-2023 on Income of Workers with Indefinite Employment Agreements, KAI employees receive old-age social security and mandatory government pensions. The amount of pension benefits provided by the Company has been disclosed in the Sustainability Governance section of this Annual and Sustainability Report.

KAI also provides training to employees who will retire. Training is provided since less than 3 years before entering retirement. The training aims to prepare individuals to enter retirement better and more prosperously, both financially, emotionally, and psychologically.

Selain memberikan pelatihan, tiga bulan sebelum memasuki masa pensiun, Perseroan melakukan sosialisasi persiapan pensiun kepada seluruh (100%) pekerja dengan masa kerja 3 bulan. Dengan manfaat-manfaat yang diterima, Perseroan berharap seluruh pekerja dapat memiliki masa pensiun yang sejahtera dan berkualitas. Pada tahun 2024 jumlah pekerja KAI yang memasuki masa pensiun mencapai 459 orang.

Lingkungan Bekerja yang Layak dan Aman [OJK F.21]

Aspek kenyamanan pekerja di tempat kerja merupakan salah satu perhatian manajemen KAI. Atas dasar itu, KAI senantiasa mengupayakan terciptanya lingkungan bekerja yang layak dan aman bagi seluruh pekerja. Perseroan menyediakan fasilitas kerja yang layak bagi pekerja dengan menyediakan beragam fasilitas yang nyaman, bersih, dan aman, berupa ruang kerja, toilet, dan ruang makan. KAI juga menyediakan fasilitas lain bagi pekerja, berupa tempat ibadah, kantin, *pantry*, area terbuka hijau, serta tempat parkir yang luas. Untuk meningkatkan keamanan, gedung KAI sudah memiliki alat deteksi asap serta fasilitas pembuangan sampah yang terintegrasi. Selain itu, pengelolaan kebersihan dilakukan secara terjadwal melalui penugasan *cleaning service*, yang bertugas setiap hari mengelola kebersihan area kerja baik di dalam maupun luar ruangan.

Lingkungan kerja yang nyaman, aman, dan sehat juga tercermin melalui upaya Perseroan menghadirkan fasilitas kesehatan yang berkualitas, yaitu Klinik Mediska, yang dapat diakses oleh pekerja dan keluarganya. KAI juga menyediakan sarana dan prasarana olahraga bagi pekerja pada kantor pusat dan daerah yang sekaligus dimanfaatkan sebagai sarana pencapaian prestasi olahraga perusahaan. KAI juga memberikan fasilitas kesenian dan keagamaan bagi pekerja, khususnya di kantor pusat.

Seluruh fasilitas yang tersedia dipastikan dalam kondisi yang layak, aman, bersih, dan sehat. Bahkan lebih dari itu, fasilitas-fasilitas yang ada dilengkapi dengan suasana kerja yang inklusif dan tanpa diskriminasi. Manajemen KAI secara terus-menerus melakukan sosialisasi kepada seluruh pekerja untuk menciptakan lingkungan kerja bebas diskriminasi sebagaimana Surat Edaran Direksi PT Kereta Api Indonesia (Persero) Nomor: SE.U/KL.403/VII/1/KA-2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja.

In addition to providing training, three months before entering retirement, the Company conducts retirement preparation dissemination to all (100%) employees with a 3-month work period. With the benefits received, the Company hopes that all employees can have a prosperous and quality retirement. In 2024, the number of KAI employees entering retirement reached 459 people.

Decent and Safe Working Environment [OJK F.21]

The aspect of employee comfort in the workplace is one of KAI management's concerns. On that basis, KAI always strives to create a decent and safe working environment for all employees. The Company provides adequate working facilities for employees, including comfortable, clean, and safe facilities such as workspaces, toilets, and dining areas. KAI also provides other facilities for employees, such as places of worship, canteens, pantries, green open spaces, and spacious parking areas. The buildings are equipped with smoke detectors and integrated waste disposal facilities. KAI maintains office cleanliness on a scheduled basis through the assignment of a cleaning service, that manages the cleanliness of work areas daily, both indoors and outdoors.

A comfortable, safe, and healthy working environment is also reflected in the Company's efforts to provide quality health facilities, namely Mediska Clinics, which can be accessed by employees and their families. KAI also provides sports Rolling Stock and infrastructure for employees at the head office and regional offices, which are also used to achieve corporate sports achievements. KAI also offers arts and religious Rolling Stock for employees, especially at the head office.

All facilities are well-maintained, safe, clean, and healthy, complemented by an inclusive and non-discriminatory work environment. KAI Management continuously communicates with all employees to create a discrimination-free work environment as outlined in the Director's Circular of PT Kereta Api Indonesia (Persero) Number: SE.U/KL.403/VII/1/KA-2022 concerning the Respectful Workplace Policy.

Perseroan mewajibkan seluruh pekerja untuk mengimplementasikan prinsip-prinsip *Respectful Workplace Policy* seperti mengakui dan menghargai perbedaan yang beragam dengan berbagai macam latar belakang etnis, ras, kebangsaan, warna kulit, usia, agama, jenis kelamin, disabilitas, sudut pandang, atau karakteristik individu lainnya. Dengan menerapkan prinsip-prinsip *Respectful Workplace Policy* dapat tercipta dan terbangun lingkungan kerja yang saling menghargai dan tidak melakukan diskriminasi, kekerasan, dan pelecehan dalam bentuk apapun. Pada periode 2024, tidak terdapat kejadian diskriminasi dalam bentuk apapun kepada pekerja maupun pelanggan dan mitra di ruang lingkup Perseroan. **[GRI 3-3, 406-1]**

Kepuasan Pekerja

Kepuasan pekerja di PT Kereta Api Indonesia merupakan faktor penting dalam mendukung keberhasilan perusahaan secara keseluruhan. Pekerja yang puas cenderung lebih produktif, termotivasi, dan memiliki loyalitas yang tinggi terhadap perusahaan. Hal ini secara langsung berpengaruh pada kualitas pelayanan yang diberikan kepada pelanggan, yang merupakan salah satu prioritas utama PT Kereta Api Indonesia sebagai penyedia transportasi publik.

Perhitungan *Employee Satisfaction Index* (ESI) penting dalam menilai tingkat kepuasan pekerja di sebuah perusahaan. Angka ESI yang tinggi menunjukkan tingkat kepuasan yang baik, yang dapat berdampak positif pada produktivitas, loyalitas, dan retensi pekerja. Hal ini juga membantu perusahaan dalam mengidentifikasi potensi masalah sebelum berdampak lebih besar pada kinerja dan budaya kerja. Tingkat kepuasan pekerja KAI pada tahun 2024 meningkat dibandingkan tahun 2023, yang mencapai 4,28 (skala 5). Berikut tingkat kepuasan pekerja sepanjang 3 (tiga) tahun terakhir:

Data Kepuasan Pekerja PT Kereta Api Indonesia

Uraian / Description	2024	2023	2022
Employee Satisfaction Index	4,28	4,25	4,17

Komunitas Perempuan

Perseroan mendirikan Persatuan Istri Pekerja dan Karyawan Kereta Api (PIKKA) dalam rangka mendukung kesetaraan gender. Komunitas ini merupakan wadah bagi para perempuan untuk meningkatkan kemampuan dan kepemimpinan. Penetapan kepengurusan PIKKA Pusat dilaksanakan melalui Surat Keputusan Ketua Umum Persatuan Istri Pekerja dan Karyawan Kereta Api Nomor 003/PIKKAP/SKEP/II/2023 tentang Pengangkatan Pengurus PIKKA Pusat.

The Company requires all workers to implement the principles of the *Respectful Workplace Policy*, such as acknowledging and respecting diverse differences including ethnic background, race, nationality, skin color, age, religion, gender, disability, viewpoints, or other individual characteristics. Implementing the *Respectful Workplace Policy* principles aims to create and build a respectful work environment free from discrimination, violence, and harassment in any form. In 2024, there have been no reported incidents of discrimination in any form towards employees, customers, or partners within the Company. **[GRI 3-3, 406-1]**

Employee Satisfaction

Employee satisfaction at PT Kereta Api Indonesia is an important factor in supporting the overall success of the company. Satisfied employees tend to be more productive, motivated, and have high loyalty to the company. This directly affects the quality of service provided to customers, which is one of the main priorities of PT Kereta Api Indonesia as a public transportation provider.

Calculation of the *Employee Satisfaction Index* (ESI) is important in assessing the level of employee satisfaction in a company. A high ESI number indicates a good level of satisfaction, which can have a positive impact on employee productivity, loyalty, and retention. It also helps companies identify potential problems before they have a greater impact on performance and work culture. KAI's employee satisfaction level in 2024 increased compared to 2023, which reached 4.28 (scale 5). The following is the level of employee satisfaction over the past 3 (three) years:

Date of Employee Satisfaction at PT Kereta Api Indonesia

2024	2023	2022
4,28	4,25	4,17

Women's Community

The Company established the Association of Wives of Employees and Female Employees of the Railway (PIKKA) to support gender equality. This community is a platform to enhance the skills and leadership of female stakeholders. The appointment of the central PIKKA management was made through the Decree of the Chairperson of the Association of Wives of Employees and Female Employees of the Railway Number 003/PIKKA-P/SKEP/II/2023 concerning the Appointment of Central PIKKA Management.

Perseroan percaya bahwa kesetaraan hak dan kesempatan bagi perempuan akan memberikan dampak yang berkelanjutan bagi persepsi dan keputusan bisnis Perseroan. Komitmen kuat Perseroan untuk mendukung kesetaraan gender membawa hasil positif yang dibuktikan dengan pencapaian Perseroan yang kembali berhasil meraih penghargaan *Best Woman Empowerment Company 2025 in Encouraging Woman's Right Protection to Provide Comfort and Safety* dalam ajang HerStory Indonesia Best Women Empowerment Companies Awards (WECA) 2025. Penghargaan ini diberikan sebagai bentuk apresiasi atas komitmen KAI dalam mendorong perlindungan hak perempuan serta menciptakan lingkungan kerja yang nyaman dan aman bagi perempuan, terutama dalam mendukung keberlanjutan di sektor transportasi.

Prestasi ini menjadi bukti bahwa KAI tidak hanya berkomitmen dalam memberikan layanan transportasi yang aman dan nyaman, tetapi juga menjadi pelopor dalam menciptakan lingkungan kerja yang mendukung kesejahteraan perempuan di industri transportasi Indonesia. KAI akan terus berupaya memastikan bahwa setiap perempuan yang bekerja di KAI merasa aman, dihargai, dan memiliki kesempatan yang sama dalam mengembangkan karier mereka. KAI meyakini, dengan lingkungan kerja yang lebih inklusif, KAI bisa menciptakan industri transportasi yang lebih baik dan berkelanjutan.

Keselamatan dan Kesehatan Kerja [GRI 3-3, 403-3, 403-8]

Keselamatan dan kesehatan kerja (K3) menjadi prioritas utama bagi KAI mengingat dalam industri perkeretaapian memiliki risiko yang tinggi. Kecelakaan kerja dapat menyebabkan cedera serius atau kematian, yang berdampak pada terhambatnya kinerja operasional Perseroan.

KAI memahami, lingkungan kerja yang aman dan sehat tidak hanya melindungi pekerja, tetapi juga meningkatkan produktivitas dan moral kerja. KAI telah memiliki Kebijakan *Health, Safety, Security and Environment* (HSSE) nomor: KS.102/XII/1/KA-2022. Kebijakan tersebut merupakan wujud nyata atas komitmen PT Kereta Api Indonesia (Persero) dan Anak Perusahaan untuk menjalankan bisnis transportasi perkeretaapian dan kegiatan usaha lainnya mengacu pada nilai-nilai utama Perusahaan AKHLAK untuk mendukung tujuan, visi, dan misi Perusahaan dengan memperhatikan keselamatan dan kesehatan kerja, keselamatan perkeretaapian, keamanan dan perlindungan terhadap lingkungan hidup untuk seluruh pekerja, aktivitas bisnis, dan aset Perusahaan dari segala ancaman kerugian

The Company believes that equal rights and opportunities for women will have a sustainable impact on the Company's business perceptions and decisions. The positive results brought by the Company's strong commitment to supporting gender equality are proven through the Company's achievement in winning the *Best Woman Empowerment Company 2025 in Encouraging Woman's Right Protection to Provide Comfort and Safety* award at the HerStory Indonesia Best Women Empowerment Companies Awards (WECA) 2025 once again. This award was bestowed as a form of appreciation for KAI's commitment to encouraging the protection of women's rights and creating a comfortable and safe working environment for women, especially in supporting sustainability in the transportation sector.

This achievement proves that KAI is not only committed to providing safe and comfortable transportation services, but it also strives to become a pioneer in creating a working environment supporting women's welfare in the Indonesian transportation industry. KAI will continue ensuring that every woman working at KAI feels safe, appreciated, and has equal opportunities to develop their career. KAI believes that creating a better, more sustainable transportation industry is possible through a more inclusive working environment.

Occupational Health and Safety [GRI 3-3, 403-3, 403-8]

Occupational health and safety (OHS) has become the top priority to KAI, considering the high risk in the railway industry. Workplace accidents can cause serious injury or death, which has an impact on obstructing the Company's operational performance.

KAI understands that a safe and healthy work environment not only protects employees, but also enhances productivity and morale. KAI has a Health, Safety, Security, and Environment (HSSE) Policy number: KS.102/XII/1/KA-2022. The policy is a real manifestation of the commitment of PT Kereta Api Indonesia (Persero) and its subsidiaries to run the railway transportation business and other business operations referring to the Company's main values AKHLAK to support the Company's goals, vision, and mission by paying attention to occupational safety and health, railway safety, security and protection of the environment for all workers, business activities and Company assets from all threats of loss.

Merujuk pada kebijakan tersebut, KAI menerapkan dan meningkatkan kualitas keselamatan dan kesehatan kerja bagi seluruh (100%) pekerja baik tetap maupun mitra. KAI menerapkan standarisasi yang menjamin terpenuhinya keselamatan, kesehatan, dan keamanan di lingkungan kerja sesuai Standar Operasional Perusahaan (SOP). Hal tersebut tercermin melalui penerapan program *promotive* dan *preventive* kepada pekerja berupa *medical check-up* tahunan, pemeriksaan kebugaran pekerja, pemeriksaan awak sarana perkeretaapian sebelum berdinias, dan sosialisasi isu penyakit dan/atau kesehatan untuk pekerja dan keluarga pekerja, serta penerapan protokol kesehatan yang ketat, baik bagi pekerja maupun penumpang, sebagai upaya KAI dalam mencegah penyebaran penyakit menular di area operasional. **[GRI 403-8]** Selain itu, KAI juga memberikan layanan program konseling pekerja bagi pekerja yang membutuhkan tempat untuk bercerita ataupun mendapatkan dukungan psikologis melalui unit yang disediakan.

Untuk memastikan kesehatan pekerja, KAI memiliki fasilitas kesehatan Klinik Mediska yang memberikan layanan kesehatan bagi pekerja, keluarga pekerja, dan masyarakat. Pemberian fasilitas kesehatan tersebut diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska. Per 31 Desember 2024, terdapat 55 Klinik Mediska yang dikelola KAI yang tersebar di seluruh wilayah operasional KAI. Di samping itu, KAI memberikan jaminan kesehatan bagi pekerja, keluarga pekerja, hingga calon pekerja, yang diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KH.405/XI/1/KA-2020 tentang Jaminan Kesehatan. Dengan mengacu pada Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KI.103/I/1/KA-2021 tanggal 19 Januari 2021 Tentang Standar Stasiun, setiap stasiun memiliki Fasilitas Pos Kesehatan atau P3K untuk penanganan pertama pada kecelakaan dan insiden gawat darurat yang terjadi pada penumpang maupun pekerja selama 24 jam. **[GRI 403-3]**

Operasional seluruh aktivitas pelayanan kesehatan kerja KAI menjadi tanggung jawab Vice President Health. Unit khusus ini memastikan layanan kesehatan kerja dilaksanakan secara optimal, yaitu dengan perencanaan dan koordinasi pelaksanaan kebijakan yang baik, melalui penyusunan norma serta standar acuan, penetapan serta penerapan prosedur,

Referring to the policy, KAI implements and improves the quality of occupational health and safety for all (100%) employees, both permanent and partners. KAI applies standardization that ensures the fulfillment of safety, health, and security in the work environment according to the Company's Standard Operating Procedures (SOP). This is reflected through the implementation of *promotive* and *preventive* programs for workers, such as annual medical check-ups, fitness checks for workers, pre-service examinations for railway personnel, and socialization related to disease and/or health issues for workers and their families, as well as the strict implementation of health protocols for both employees and passengers to prevent the spread of infectious diseases in operational areas. **[GRI 403-8]** Apart from that, KAI also provides employee counseling program services for employees who need a place to talk or get psychological support through the units provided.

To ensure employee health, KAI has health facilities in the form of Mediska Clinics that provide health services for employees, their families, and the community. The provision of these health facilities is regulated through the Director's Regulation of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104/I/1/KA-2019 concerning Minimum Standardization of Mediska Clinic Facilities. As of December 31, 2024, there were 55 Mediska Clinics managed by KAI spread across all KAI operational areas. In addition, KAI provides health insurance for employees, their families, and prospective employees, which is regulated through the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KH.405/XI/1/KA-2020 concerning Health Insurance. Referring to the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KI.103/I/1/KA-2021 dated January 19, 2021, concerning Station Standards, each station has a Health Post or First Aid (P3K) facility for first aid in accidents and emergency incidents that occur to passengers or employees 24 hours a day. **[GRI 403-3]**

Operational activities of all KAI occupational health services are the responsibility of the Vice President of Health. This special unit ensures optimal implementation of occupational health services, through good policy planning and coordination, the establishment of norms and reference standards, the determination and implementation of procedures, and the

hingga pemberian bimbingan serta supervisi bagi pihak pelaksana. Untuk menjaga kinerja operasional berjalan baik, secara berkala KAI melakukan penanganan yang sistematis, terarah, dan terukur terhadap kejadian luar biasa seperti adanya ancaman kesehatan akibat penyakit menular, wabah, epidemi, dan/atau pandemi dengan cara membuat perencanaan, berkoordinasi dan berkolaborasi dengan pihak terkait, serta memantau dan melakukan evaluasi.

Sistem Manajemen Keselamatan dan Kesehatan Kerja [GRI 403-1]

Untuk mengoptimalkan pelaksanaan sistem K3, sejak tahun 2020 KAI menerapkan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) yang mengacu pada:

- Peraturan Pemerintah Nomor 50 tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja; dan
- Peraturan Menteri Perhubungan Nomor PM 69 Tahun 2018 tentang Sistem Manajemen Keselamatan Perkeretaapian. Sesuai dengan Peraturan Direksi Nomor PER.U/KS.102/III/1/KA-2020, SMKP wajib diterapkan secara berkelanjutan pada setiap satuan organisasi di Kantor Pusat dan Daerah.

Implementasi SMKP meliputi keselamatan perkeretaapian serta keselamatan dan kesehatan kerja yang berlaku di seluruh lini bisnis KAI. Untuk mengetahui efektivitas penerapan SMKP, KAI melakukan audit internal SMKP sesuai Peraturan Direksi Nomor PER.S/KS.102/IV/32/KA-2020 tentang Prosedur Audit Internal dalam Sistem Manajemen Keselamatan Perkeretaapian yang telah dilakukan oleh Direktorat Keselamatan dan Keamanan pada tahun 2024. Audit internal pada tahun 2024 telah dilakukan di 14 wilayah Daerah Operasi, Divisi Regional, Balai Yasa Sarana dan Prasarana. Audit Internal SMKP di Daop/Divre maupun Balai Yasa di tahun 2024 dilaksanakan dengan kategori tingkat yang beragam baik tingkat awal, transisi dan lanjutan.

KAI memastikan sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja yang dimiliki telah sesuai dengan Peraturan Pemerintah Nomor 50 tahun 2012. Pada tahun 2024, terdapat 1 (satu) wilayah yang telah melakukan resertifikasi dan mendapatkan kembali bendera emas dalam pencapaian penerapan SMK3 dari Kementerian Ketenagakerjaan.

provision of guidance and supervision for the implementing parties. To maintain good operational performance, KAI periodically conducts systematic, directed, and measurable handling of extraordinary events such as health threats due to infectious diseases, outbreaks, epidemics, and/or pandemics by planning, coordinating, and collaborating with related parties, as well as monitoring and evaluating.

Occupational Health and Safety Management System [GRI 403-1]

To optimize the implementation of the OHS system, KAI has implemented the Railway Safety Management System (SMKP) since 2020 which refers to:

- Government Regulation Number 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems; and
- Minister of Transportation Regulation Number PM 69 of 2018 concerning the Railway Safety Management System. In accordance with the Director's Regulation Number PER.U/KS.102/III/1/KA-2020, SMKP must be continuously implemented in every organizational unit at the Head Office and Regional Offices.

The SMKP implementation includes railway safety as well as occupational health and safety applicable across all KAI business lines. To evaluate the implementation of SMKP, KAI conducts internal SMKP audits in accordance with the Director's Regulation Number PER.S/KS.102/IV/32/KA-2020 concerning Internal Audit Procedures in the Railway Safety Management System, which was carried out by the Directorate of Safety and Security in 2024. In 2024, internal audits were conducted in 14 Operational Areas, Regional Divisions, as well as Facilities and Infrastructure Railway Workshops. Internal Audits of SMKP in Operational Areas/Regional Divisions and Railway Workshops in 2024 were conducted at various level categories, namely initial, transitional, and advanced levels.

KAI ensures that the Occupational Health and Safety Management System certification complies with Government Regulation Number 50 of 2012. In 2024, 1 (one) region carried out recertification and once more received the gold flag in achieving the implementation of OHSMS from the Ministry of Manpower.

Penerapan aspek keselamatan dan kesehatan kerja (K3) yang dijalankan secara terencana dan terstruktur membawa Perseroan berhasil meraih penghargaan dalam bidang keselamatan dan kesehatan kerja pada tahun 2024 pada ajang pengharagaan Indonesia Safety Excellence Award dalam rangkaian OSH's Asia Summit 2024 dengan kategori sebagai berikut:

1. The Best Safety Management in BUMN Company
2. The Best Safety Program
3. The Most Safety Culture
4. The Best Leadership on OSH Culture

Penghargaan ini merupakan bentuk apresiasi terhadap implementasi aspek keselamatan dan kesehatan kerja (K3) yang dijalankan secara baik dan dan berkelanjutan dalam rangka mendukung kemajuan K3 nasional.

Selain menerapkan Sistem Manajemen Keselamatan Perkeretaapian, KAI juga telah menerapkan Sistem Manajemen Lingkungan yang mengacu pada ISO 14001:2015, dimana di dalamnya memasukkan isu eksternal terkait lingkungan yang ada di sekitar Perusahaan mulai tahun 2019 secara bertahap pada Unit Pelaksana Teknis di daerah, yaitu:

1. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Mekanik Cirebon Prujakan pada Tahun 2019.
2. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Yogyakarta pada Tahun 2020.
3. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Dipo Lokomotif pada Taf Cirebon Tahun 2022.
4. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Tegal pada Tahun 2023.

Pada tahun 2024 KAI telah melaksanakan Gap Analisis ISO 14001:2015 di Balai Yasa Surabayagubeng serta awareness maupun peningkatan kompetensi bidang lingkungan lainnya sebagai dasar dalam penerapan ISO 14001:2015 di tahun 2025. Untuk memastikan penerapan berjalan konsisten, maka Perseroan melakukan Audit Internal ISO 14001:2015 di wilayah-wilayah yang telah mengimplemetasikan ISO 14001:2015, antara lain Balai Yasa Mekanik Cirebonprujakan, Balai Yasa Yogyakarta, Dipo Lokomotif Cirebon, dan Balai Yasa Tegal serta *Audit Surivellance* oleh badan Sertifikasi ISO 14001:2015, yaitu Sucofindo.

The health, safety, and environment (OHS) implementation carried out in a planned and structured manner managed to make the Company receive awards in the field of occupational health and safety in 2024 at the Indonesia Safety Excellence Award in the OSH's Asia Summit 2024 series with the following categories:

1. The Best Safety Management in BUMN Company
2. The Best Safety Program
3. The Most Safety Culture
4. The Best Leadership on OSH Culture

These awards were given to appreciate the proper and sustainable implementation of occupational health and safety (OHS) aspects in support of national OHS advancement.

In addition to the implementation of the Railway Safety Management System, KAI has also implemented an Environmental Management System that refers to ISO 14001:2015, which includes external issues related to social issues around the Company starting in 2019 gradually at Technical Implementation Units in the regions, namely:

1. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Mekanik Cirebon Prujakan in 2019.
2. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Yogyakarta in 2020.
3. ISO 14001:2015 certification through Sucofindo Certification at Dipo Lokomotif Cirebon in 2022.
5. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Tegal in 2023.

In 2024, KAI implemented ISO 14001:2015 Gap Analysis at Surabayagubeng Railway Workshop as well as awareness and improvement of other environmental competencies as a basis for implementing ISO 14001:2015 in 2025. To ensure consistent implementation, the Company conducted an ISO 14001:2015 Internal Audit in areas that have implemented ISO 14001:2015, including Cirebonprujakan Railway Mechanical Workshop, Yogyakarta Railway Workshop, Cirebon Locomotive Depot, and Tegal Railway Workshop, as well as a Surveillance Audit by the ISO 14001:2015 Certification Agency, namely Sucofindo.

Penanggulangan Keadaan Darurat dan Kecelakaan Besar pada Lingkungan Kerja

Sebagai perusahaan yang bergerak di bidang industri perkeretaapian, KAI mengelola risiko secara terstruktur agar tidak menimbulkan kerugian operasional. KAI telah menerapkan kebijakan penanggulangan keadaan darurat dan kecelakaan besar yang terjadi di lingkungan kerja. Penanganan awal pada kejadian kecelakaan mengacu pada Instruksi Direksi Nomor 13/KP.501/KA-2012 tentang Pertolongan Pertama Pada Kecelakaan (P3K) di Lingkungan Kerja PT Kereta Api Indonesia (Persero). Secara spesifik, kebijakan P3K di lingkungan KAI telah mengatur hal-hal terkait (1) petugas P3K di tempat kerja serta (2) fasilitas P3K di tempat kerja, mencakup persyaratan ruang dan kotak P3K.

Sementara penanganan keadaan darurat dan kecelakaan besar di KAI dijalankan sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/LL.507/VII/2/KA-2015 tentang Standar Operasional Prosedur Penanganan Kondisi Darurat di Wilayah Stasiun, Depo, Balai Yasa dan Dalam Perjalanan Kereta Api serta Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KT.204/XII/1/KA-2018 tentang Standar Operasional Prosedur Tanggap Darurat Gangguan Operasional Kereta Api.

KAI juga menerapkan upaya pencegahan dan penanggulangan kebakaran di Balai Yasa Sarana, Balai Yasa Prasarana, Dipo Sarana, Dipo Prasarana, dan Stasiun berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/KS.101/XII/2/KA-2016, sebagai upaya penanggulangan keadaan darurat dan kecelakaan besar pada lingkungan kerja.

Induksi Keselamatan kepada Pihak Internal maupun Eksternal

KAI menerapkan induksi keselamatan yang diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER-S/ KS.102/IV/26/KA-2020 tentang Prosedur Induksi Keselamatan dalam Sistem Manajemen Keselamatan Perkeretaapian. Penerapan induksi keselamatan merupakan kegiatan untuk mengkomunikasikan informasi Keselamatan Perkeretaapian serta Keselamatan dan Kesehatan Kerja kepada seluruh SDM, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lain.

Sesuai prosedur induksi keselamatan tersebut, materi yang diberikan pada kegiatan induksi mencakup hal-hal sebagai berikut:

- Kebijakan keselamatan perkeretaapian serta keselamatan dan kesehatan kerja Perusahaan;

Emergency and Major Accident Response in the Workplace

As a company engaged in the railway industry, KAI structurally manages risks so as not to cause operational losses. KAI has implemented policies for responding to emergencies and major accidents that occur in the workplace. Initial handling of accident incidents refers to the Director's Instruction Number 13/KP.501/KA-2012 concerning First Aid in Accidents (P3K) in the Workplace of PT Kereta Api Indonesia (Persero). Specifically, the P3K policy in the KAI environment regulates matters related to (1) P3K officers in the workplace and (2) P3K facilities in the workplace, including the requirements for P3K rooms and kits.

Meanwhile, emergency and major accident response at KAI is carried out in accordance with the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/LL.507/VII/2/KA-2015 concerning Standard Operating Procedures for Emergency Handling in Station Areas, Depots, Balai Yasa, and During Train Journeys, as well as the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KT.204/XII/1/KA-2018 concerning Standard Operating Procedures for Emergency Response to Train Operational Disruptions.

KAI also implements fire prevention and response efforts at Balai Yasa Sarana, Balai Yasa Prasarana, Dipo Sarana, Dipo Prasarana, and Stations based on the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/KS.101/XII/2/KA-2016, as an effort to deal with emergencies and major accidents in the workplace.

Safety Induction for Internal and External Parties

KAI implements safety induction regulated through the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER-S/KS.102/IV/26/KA-2020 concerning Safety Induction Procedures in the Railway Safety Management System. The implementation of safety induction is an activity to communicate Railway Safety and Occupational Health and Safety information to all human resources, guests, contractors, service users, suppliers, and other stakeholders.

According to these safety induction procedures, the material provided in the induction activities includes the following:

- The Company's railway safety and occupational health and safety policies;

- b. Bahaya dan insiden yang mungkin ditimbulkan dari kegiatan operasional perkeretaapian dan proses kerja SDM KAI;
 - c. Peran dan tanggung jawab SDM KAI, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lainnya di dalam menerapkan Sistem Manajemen Keselamatan Perkeretaapian dan mengendalikan bahaya;
 - d. Persyaratan keselamatan perkeretaapian serta keselamatan dan kesehatan kerja yang harus dipatuhi oleh SDM KAI, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lainnya, seperti tanda/rambu yang harus dipatuhi, alat pelindung diri yang harus dikenakan, area kerja yang tidak boleh dimasuki, dan lain-lain;
 - e. Cara melaporkan jika ada bahaya, tindakan tidak aman, kondisi tidak aman, insiden dan/atau keadaan darurat;
 - f. Prosedur atau rencana tanggap darurat, seperti cara menyelamatkan diri, sarana jalan keluar dan evakuasi, titik kumpul dalam keadaan darurat, jenis alarm yang perlu diketahui (audible dan/atau visual), instruksi yang harus dipatuhi, serta apa yang boleh dan tidak boleh dilakukan ketika terjadi keadaan darurat;
 - g. Fasilitas yang disediakan oleh Perusahaan serta lokasinya, seperti kamar mandi, ruang ibu menyusui, kotak P3K, klinik atau layanan kesehatan, sistem deteksi dan alarm kebakaran, alat pemadam api ringan, fasilitas ibadah, dan fasilitas lain yang dianggap perlu untuk diketahui; dan
 - h. Imbauan penyampaian saran, umpan balik, dan keluhan mengenai keselamatan perkeretaapian serta keselamatan dan kesehatan kerja.
- b. Hazards and incidents that may arise from railway operational activities and the work processes of KAI's human resources;
 - c. The roles and responsibilities of KAI's human resources, guests, contractors, service users, suppliers, and other stakeholders in implementing the Railway Safety Management System and controlling hazards;
 - d. Railway safety and occupational health and safety requirements that must be adhered to by KAI's human resources, guests, contractors, service users, suppliers, and other stakeholders, such as signs that must be followed, personal protective equipment that must be worn, work areas that must not be entered, and others;
 - e. How to report hazards, unsafe actions, unsafe conditions, incidents, and/or emergencies;
 - f. Emergency procedures or plans, such as how to evacuate, exit routes and evacuation, emergency assembly points, types of alarms to be recognized (audible and/or visual), instructions to be followed, and what to do and not to do during an emergency;
 - g. Facilities provided by the Company and their locations, such as bathrooms, nursing rooms, first aid kits, clinics or health services, fire detection and alarm systems, fire extinguishers, places of worship, and other facilities deemed necessary to be known; and
 - h. Encouragement to provide suggestions, feedback, and complaints regarding railway safety and occupational health and safety.

Pengungkapan Praktik Pelanggaran Ketentuan Ketenagakerjaan pada Pekerja pada Pihak Pemasok

Untuk memastikan seluruh pekerja pihak pemasok mematuhi peraturan perundang-undangan, KAI melakukan identifikasi terhadap praktik pelanggaran ketentuan ketenagakerjaan pada pekerja pihak pemasok yang digunakan pada 2024. Merujuk pada hasil identifikasi tersebut, tidak ditemukan adanya praktik pelanggaran terhadap ketentuan ketenagakerjaan yang dilakukan pihak pemasok atau mitra kerja KAI.

Daftar Pihak Pemasok Berdasarkan Klasifikasi Tingkat

Sampai dengan 2024, KAI belum melakukan klasifikasi terhadap pihak pemasok berdasarkan tingkat risiko pekerjaan. Oleh karenanya, KAI tidak mengungkapkan informasi mengenai daftar pihak pemasok berdasarkan klasifikasi tersebut pada bagian ini.

Disclosure of Labor Regulation Violations by Supplier Employees

To ensure the compliance of all supplier employees with laws and regulations, KAI identified practices of labor regulation violations among supplier employees used in 2024. Referring to the results of this identification, no violations of labor regulations were found to have been committed by KAI's suppliers or partners.

List of Suppliers Based on Job Risk Classification

As of 2024, KAI has not classified suppliers based on job risk levels. Therefore, KAI does not disclose information regarding the list of suppliers based on this classification in this section.

Pengidentifikasian Bahaya, Penilaian Risiko, dan Investigasi Insiden [GRI 403-2]

Sebagai upaya preventif untuk memitigasi risiko kecelakaan kereta api, kecelakaan kerja, penyakit akibat kerja dan pencemaran lingkungan hidup, KAI menerapkan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR). KAI mewajibkan seluruh Kepala Unit Pelaksana Teknis (UPT) di tingkat Daerah melakukan proses IBPR, untuk selanjutnya diperiksa oleh *Quality Controller* sebelum disetujui oleh Manajer unit terkait.

Penerapan IBPR ini dijalankan sesuai ketentuan yang terdapat dalam SMK. Bahaya yang telah diidentifikasi selanjutnya akan dinilai risikonya dan ditetapkan jenis pengendalian risikonya berdasarkan hierarki pengendalian risiko keselamatan, yang mencakup eliminasi, substitusi, rekayasa teknik, administrasi, dan alat pelindung diri. IBPR yang telah disetujui oleh Manager atau Senior Manager unit terkait akan dibahas di dalam Rapat Komite Keselamatan Tingkat Daerah yang dilaksanakan secara rutin setiap bulan, yang hasilnya dikirim kepada Direktorat Keselamatan dan Keamanan.

Untuk mengetahui efektivitas penerapan IBPR, secara berkala Unit Safety Kantor Pusat melakukan evaluasi terkait dengan pelaksanaan proses IBPR yang berjalan di KAI. Hasil evaluasi dijadikan dasar bagi Perseroan dalam mengambil keputusan-keputusan strategis untuk memitigasi risiko keselamatan ataupun perbaikan terhadap pelaksanaan proses BPR yang sedang berlangsung. Setiap tahunnya, Unit Safety menyelenggarakan kegiatan sosialisasi, lokakarya, serta mendistribusikan materi IBPR di dalam pelatihan internal. Hal tersebut dilakukan sebagai upaya terus-menerus dalam meningkatkan kesadaran, pemahaman, dan kompetensi pekerja KAI terkait penerapan proses IBPR.

Di samping melakukan usaha preventif melalui proses IBPR, Perseroan juga memfasilitasi pelaporan bahaya sebagai upaya korektif untuk mencegah terjadinya kecelakaan. Pelaporan bahaya tersebut difasilitasi melalui aplikasi *Safety Railway Information* (SRI), yang dapat diakses oleh seluruh pekerja. Untuk mengakomodir pelapor yang tidak memiliki akses ke aplikasi *Safety Railway Information* maka disediakan media pelaporan melalui *WhatsApp Center Safety Railway Information* yang nantinya akan diteruskan ke aplikasi SRI. KAI menerapkan kebijakan untuk menjaga kerahasiaan identitas pelapor dan memberi jaminan bahwa tidak terdapat hukuman atau sanksi apa pun yang akan dikenakan bagi pelapor, berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/KK.301/XII/1/KA-2016.

Hazard Identification, Risk Assessment, and Incident Investigation [GRI 403-2]

As a preventive measure to mitigate the risks of train accidents, workplace accidents, occupational diseases, and environmental pollution, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process. KAI requires all Heads of Technical Implementation Units (UPT) at the regional level to carry out the IBPR process, which is then reviewed by the Quality Controller before being approved by the relevant unit Manager.

The implementation of IBPR is carried out in accordance with the provisions in the SMK. Identified hazards are assessed for their risks and the type of risk control is determined based on the safety risk control hierarchy, which includes elimination, substitution, engineering controls, administrative controls, and personal protective equipment. IBPRs approved by the Manager or Senior Manager of the relevant unit are discussed in the Regional Safety Committee Meetings held monthly, with the results sent to the Directorate of Safety and Security.

To determine the effectiveness of IBPR implementation, the Central Office Safety Unit periodically evaluates the implementation of the IBPR process at KAI. The results of these evaluations become the basis for the Company in making strategic decisions for mitigating safety risks or improvements to the ongoing IBPR process. The Safety Unit conducts annual dissemination activities and workshops, as well as distributes IBPR materials in internal training. This is done as a continuous effort to increase awareness, understanding, and competence of KAI employees regarding the implementation of the IBPR process.

In addition to preventive efforts through the IBPR process, the Company also facilitates hazard reporting as a corrective measure to prevent accidents. Hazard reporting is facilitated through the *Safety Railway Information* (SRI) app, which can be accessed by all employees. For the reporting entity that does not have access to the *Safety Railway Information* app, a reporting medium is provided through the *Safety Railway Information WhatsApp Center*, which will then be forwarded to the SRI app. KAI implements a policy to maintain the confidentiality of the reporting entity's identity and guarantees that no punishment or sanctions will be imposed on the reporting entity, based on the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/KK.301/XII/1/KA-2016.

Apabila terjadi insiden yang membahayakan keselamatan, Direktur Keselamatan dan Keamanan akan segera menetapkan tim khusus yang ditugaskan untuk melakukan proses investigasi terhadap insiden tersebut. Tim Investigasi tersebut kemudian akan segera menuju lokasi kejadian untuk melaksanakan rangkaian proses investigasi meliputi pengumpulan bukti/data lapangan, pengumpulan keterangan saksi, pengolahan dan analisis data, penyusunan laporan hasil investigasi mencakup hasil kesimpulan penyebab terjadinya insiden, hingga penyusunan rekomendasi perbaikan dan pencegahan.

Dalam penerapan proses investigasi insiden kecelakaan kereta api, KAI menggunakan metode ORILIO (*Organisational Influences, Operational Risk Control, Local Factors, Individual Actions and Occurrence Events*). Adapun, terhadap insiden kecelakaan kerja, KAI menerapkan pendekatan SCAT (*Systematic Cause Analysis Techniques*).

Setelah rangkaian proses investigasi selesai, Direktur Keselamatan dan Keamanan menyampaikan laporan hasil investigasi kepada seluruh pihak terkait. Kemudian Unit Safety melakukan proses *monitoring* terhadap pelaksanaan *safety action* berdasarkan rekomendasi tindakan perbaikan dan pencegahan yang dihasilkan dari laporan hasil investigasi.

Layanan Kesehatan [GRI 403-3, 403-6]

KAI menyediakan fasilitas kesehatan milik KAI, yaitu Klinik Mediska, yang dapat dimanfaatkan oleh pekerja, keluarga pekerja, hingga masyarakat. Penyediaan layanan kesehatan kerja tersebut diatur berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tanggal 8 Januari 2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska.

Untuk menjaga kinerja operasional berjalan sesuai target, KAI mewajibkan para pekerja untuk melakukan pemeriksaan kesehatan pekerja secara rutin melalui program *medical check-up* tahunan, dan pemeriksaan kesehatan, sebelum berdinis kepada awak sarana perkeretaapian di Pos Pemeriksaan Kesehatan (POSRIKKES). Pemeriksaan kesehatan sebelum menjalankan pekerjaan dinas sangat penting dilakukan guna memastikan para pekerja, termasuk masinis, bebas dari pengaruh alkohol. Ini adalah bagian dari prosedur pemeriksaan kesehatan yang dilakukan sebelum masinis dan asisten masinis mulai dinas. KAI memastikan kondisi masinis dalam keadaan sehat dan prima, sehingga perjalanan kereta api dapat berlangsung aman, nyaman, selamat, dan tepat waktu. Selain pemeriksaan bebas alkohol, masinis juga diperiksa untuk suhu tubuh dan tekanan darah.

If a safety-threatening incident occurs, the Managing Director of Safety and Security will immediately establish a special team assigned to investigate the incident. The Investigation Team will then promptly go to the incident location to carry out a series of investigation processes, including collecting evidence/field data, gathering witness statements, processing and analyzing data, preparing an investigation report that includes conclusions on the causes of the incident, and preparing recommendations for improvements and prevention.

In the implementation of train accident incident investigations, KAI uses the ORILIO method (*Organizational Influences, Operational Risk Control, Local Factors, Individual Actions, and Occurrence Events*). For workplace accident incidents, KAI applies the SCAT (*Systematic Cause Analysis Techniques*) approach.

After the entire investigation process is completed, the Managing Director of Safety and Security will present the investigation report to all relevant parties. Subsequently, the Safety Unit will monitor the implementation of safety actions based on the corrective and preventive action recommendations resulting from the investigation report.

Health Services [GRI 403-3, 403-6]

KAI offers health facilities owned by KAI itself, namely Mediska Clinics, which can be utilized by employees, their families, and the community. The provision of these occupational health services is regulated by the Director's Regulation of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104/I/1/KA-2019 dated January 8, 2019, concerning Minimum Standardization of Mediska Clinic Facilities.

To maintain operational performance according to the target, KAI requires employees to conduct regular health checks for workers through an annual medical check-up program and pre-service health examinations for railway personnel at Health Examination Posts (POSRIKKES). Health checks before carrying out official work are crucial to ensure that employees, including train drivers, are free from the influence of alcohol. This is part of the health check procedure carried out before train drivers and assistant train drivers start working. KAI ensures that train drivers are in good health and prime condition so that train travel can be safe, comfortable, secure, and on time. In addition to the alcohol-free check, train drivers are also checked for body temperature and blood pressure.

Kecelakaan Kerja dan Langkah Pencegahan Insiden Kematian [GRI 403-9, 403-10]

Dalam rangka meminimalisasi adanya risiko kerja berkenaan dengan aktivitas operasi Perseroan, KAI secara berkesinambungan melakukan investigasi dan pendataan terhadap insiden kecelakaan kerja secara berkala. KAI menerapkan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR) sebagai upaya memitigasi risiko kecelakaan kerja, penyakit akibat kerja, serta insiden kematian di tempat kerja. Untuk memperkuat upaya mitigasi, KAI juga mengimplementasikan Sistem Manajemen Keselamatan Perkeretaapian dengan memastikan keandalan peralatan kerja serta memberikan pelatihan K3 kepada pekerja secara berkala, sebagai upaya sistematis pencegahan insiden penyakit, kecelakaan hingga kematian di tempat kerja.

KAI berkomitmen untuk senantiasa memastikan kinerja operasional telah memenuhi prosedur yang ditetapkan demi menjamin keamanan dan keselamatan seluruh pekerja baik pekerja KAI maupun pekerja mitra usaha kami. Upaya kuat ini membawa hasil dengan tidak terdapatnya kematian pekerja KAI pada periode 2024. Kami sungguh menyesali kejadian tersebut dan kami terus melakukan evaluasi dan pembenahan terhadap sistem dan prosedur kami. Berikut rekapitulasi kecelakaan kerja pada 3 (tiga) tahun terakhir:

Rekapitulasi Kecelakaan Kerja

Uraian / Description	Satuan / Unit	2024	2023	2022
Kecelakaan Kerja / Work Accidents	Orang / Person(s)	7	11	7
Kematian / Fatality	Orang / Person(s)	0	2	0
Jumlah jam kerja aman* / Safe working hours*	Jam / Hours	3.140.560	5.677.549	8.888.040
Lost Time Injury Frequency Rate (LTIFR) Pekerja Organik / Lost Time Injury Frequency Rate (LTIFR) for Organic Workers	LTIFR	0,10	0,14	0,12
Lost Time Injury Frequency Rate (LTIFR) Outsource	LTIFR	0,04	0,29	0,00

*) Disajikan kembali / Restated

**) Perhitungan jam kerja aman dilakukan terhadap hari kerja yang bebas dari kejadian kecelakaan kerja setiap tahun. Apabila terjadi kecelakaan kerja pada tahun berjalan, maka perhitungan jam kerja aman di reset dari tanggal kejadian kecelakaan terakhir hingga tanggal akhir tahun berjalan. Hasil yang disampaikan dalam tabel diatas adalah perhitungan rata-rata jam kerja aman dalam tiap tahunnya. Jumlah jam kerja aman dipengaruhi oleh kondisi pandemi yang terjadi di tahun 2021-2022 dimana operasional KA menjadi lebih sedikit dibandingkan di tahun 2023, serta pada tahun 2023 juga mulai ada penambahan jumlah pekerja dibandingkan tahun sebelumnya. / The calculation of safe working hours is based on workdays free from work accidents each year. If a work accident occurs during the year, the calculation of safe working hours is reset from the date of the last accident until the end of the current year. The results presented in the table above are the average calculation of safe working hours each year. The number of safe working hours was influenced by the pandemic conditions in 2021-2022, where train operations were reduced compared to 2023. Additionally, in 2023, there was an increase in the number of employees compared to the previous year.

Partisipasi, Konsultasi, dan Komunikasi pekerja Tentang Keselamatan dan Kesehatan Kerja [GRI 403-4]

Sebagai upaya kepatuhan terhadap peraturan perundangan dan implementasi Sistem Manajemen Keselamatan Perkeretaapian (SMKP) yang terintegrasi dengan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), Perseroan telah membentuk Komite Keselamatan. Komite Keselamatan ini secara umum bertugas sebagai fasilitator

Work Accidents and Incident Prevention Measures [GRI 403-9, 403-10]

KAI conducts regular investigations and documentation of work accidents as a continuous effort to minimize work-related risks associated with the Company's operational activities. As a preventive measure to mitigate the risks of work accidents, occupational diseases, and fatalities in the workplace, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process. Additionally, KAI applies the Railway Safety Management System by ensuring the reliability of work equipment and providing regular occupational health and safety (OHS) training to employees as a systematic effort to prevent incidents of disease, accidents, and fatalities in the workplace.

KAI is committed to always ensuring that operational procedures fulfill the set procedures to guarantee the safety and security of all employees, including KAI employees and our business partners' employees. This strong effort has yielded results with no KAI employee deaths still occurring in 2024. We deeply regret this incident and will evaluate our systems and procedures for the future. The recapitulation for the last 3 (three) years is as follows:

Recapitulation of Work Accidents

Uraian / Description	Satuan / Unit	2024	2023	2022
Kecelakaan Kerja / Work Accidents	Orang / Person(s)	7	11	7
Kematian / Fatality	Orang / Person(s)	0	2	0
Jumlah jam kerja aman* / Safe working hours*	Jam / Hours	3.140.560	5.677.549	8.888.040
Lost Time Injury Frequency Rate (LTIFR) Pekerja Organik / Lost Time Injury Frequency Rate (LTIFR) for Organic Workers	LTIFR	0,10	0,14	0,12
Lost Time Injury Frequency Rate (LTIFR) Outsource	LTIFR	0,04	0,29	0,00

Employee Participation, Consultation, and Communication on Occupational Health and Safety [GRI 403-4]

As an effort to comply with laws and regulations and the implementation of the Railway Safety Management System (SMKP) which is integrated with the Occupational Safety and Health Management System (SMK3), the Company has formed a Safety Committee. This Safety Committee generally serves as a facilitator in the implementation of aspects of railway

dalam implementasi aspek keselamatan perkeretaapian, keselamatan dan kesehatan kerja serta lingkungan hidup di seluruh wilayah kerja KAI baik di Daerah Operasi (Daop), Divisi Regional (Divre) ataupun Balai Yasa. Setiap bulan Komite Keselamatan secara rutin melaksanakan pertemuan guna membahas isu terkait keselamatan pada wilayah-wilayah tersebut. Bila terdapat permasalahan yang tidak dapat diputuskan pada tingkat Komite Keselamatan Daop, Divre, dan Balai Yasa akan disampaikan kepada Direktur Keselamatan dan Keamanan untuk selanjutnya dibahas pada Rapat Komite Keselamatan Tingkat Pusat. Pada tahun 2024 Komite Keselamatan Tingkat Pusat telah rutin menyelenggarakan rapat setiap bulan sebanyak 12 kali, dihadiri oleh DU, D2, D3, D5 beserta jajaran EVP, VP dari direktorat lainnya

Pelatihan Pekerja Mengenai Keselamatan dan Kesehatan Kerja [GRI 403-5]

Untuk meningkatkan kualitas Keselamatan dan Kesehatan Kerja (K3), KAI menyelenggarakan program pengembangan kompetensi untuk pekerja berupa mengikuti pelatihan internal dan pelatihan sertifikasi khusus yang bekerja sama dengan Lembaga Pelatihan eksternal bagi pekerja. Untuk pelatihan internal, KAI memberikan pelatihan materi K3. Materi ini wajib dikuasai pada penyelenggaraan pelatihan di Training Center KAI. Pada pelatihan sertifikasi khusus, KAI bekerja sama dengan Lembaga Pelatihan/ Sertifikasi eksternal yang sudah mendapatkan penunjukan dari Kementerian Ketenagakerjaan, Badan Nasional Sertifikasi Profesi (BNSP), dan lainnya sesuai kebutuhan. Pada tahun 2024 pelatihan K3 yang diberikan diuraikan pada tabel berikut:

safety, occupational safety and health and the environment throughout KAI's work areas, both in the Operational Area (Daop), Regional Division (Divre) or Balai Yasa. Every month the Safety Committee routinely holds meetings to discuss issues related to safety in these areas. If there are problems that cannot be resolved at the Daop, Divre, and Balai Yasa Safety Committee levels, they will be submitted to the Director of Safety and Security to be further discussed at the Central Safety Committee Meeting. In 2024, the Central Safety Committee has routinely held 12 monthly meetings, attended by DU, D2, D3, D5 along with EVPs, VPs from other directorates.

Employee Training on Occupational Health and Safety [GRI 403-5]

To improve the quality of Occupational Health and Safety (OHS), KAI conducts competency development programs for employees in the form of participation in internal training and specialized certification training in collaboration with external training institutions for employees. In internal training, KAI includes OHS material as mandatory content that must be mastered during training sessions at the KAI Training Center. For specialized certification training, KAI collaborates with external Training Institutions that have been appointed by the Ministry of Manpower, the National Professional Certification Agency (BNSP), and others as needed. In 2024, the OHS training provided is described in the following table:

Tabel Pelatihan K3 bagi pekerja

OHS Training Table for Employees

No.	Judul Pelatihan / Training Title	Tanggal Sosialisasi / Dissemination Dates	Tempat / Media	Jumlah Peserta / Amount of Participants
1	Ahli K3 Umum Sertifikasi BNSP Angkatan I / General OHS Expert BNSP Certification Batch I	25 November-2 Desember 2024 / November 25-December 2, 2024	Eksternal (Public) / External (Public)	6
2	Ahli K3 Umum Sertifikasi BNSP Angkatan II / General OHS Expert BNSP Certification Batch II	27-29 Mei 2024 / May 27-29, 2024	Eksternal (Public) / External (Public)	2
3	K3 Kebakaran Kelas D / OHS Class D Fire	26 Februari-9 Maret 2024 / February 26-March 9, 2024	Eksternal (Public) / External (Public)	2
4	Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan I / General OHS Expert Training, Ministry of Manpower of the Republic of Indonesia certification, Batch I	12-26 Agustus 2024 / August 12-26, 2024	Eksternal (Public) / External (Public)	2
5	Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan II / General OHS Expert Training, certification by the Ministry of Manpower of the Republic of Indonesia Batch II	28 Oktober-9 November 2024 / October 28-November 9, 2024	Eksternal (Public) / External (Public)	15
6	Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan III / General OHS Expert Training, certification by the Ministry of Manpower of the Republic of Indonesia Batch III	8-20 Juli 2024 / July 8-20, 2024	Eksternal (Public) / External (Public)	5

No.	Judul Pelatihan / Training Title	Tanggal Sosialisasi / Dissemination Dates	Tempat / Media	Jumlah Peserta / Amount of Participants
7	Pelatihan Junior Safety Expert a.k.a Ahli K3 Umum Kemnaker / Junior Safety Expert Training a.k.a General OHS Expert of the Ministry of Manpower	15-27 Juli 2024 / July 15-27, 2024	Eksternal (Public) / External (Public)	19
8	Pelatihan Safety Expert a.k.a Ahli K3 Umum Kemnaker / Safety Expert Training a.k.a General OHS Expert of the Ministry of Manpower	13 Mei-4 Juni 2024 / May 13-June 4, 2024	Eksternal (Public) / External (Public)	16
9	Sertifikasi Ahli K3 Listrik / Electrical OHS Expert Certification	3-8 Juni 2024 / June 3-8, 2024	Eksternal (Public) / External (Public)	4
10	Sertifikasi Ahli K3 Muda Konstruksi Angkatan I / Junior OHS Expert Certification in Construction Batch I	24 September-1 Oktober 2024 / September 24-October 1, 2024	Eksternal (Public) / External (Public)	16
11	Sertifikasi Ahli K3 Muda Konstruksi Angkatan II / Junior OHS Expert Certification in Construction Batch II	11-16 November 2024 / November 11-16, 2024	Eksternal (Public) / External (Public)	10
12	Sertifikasi Ahli K3 Muda Konstruksi Angkatan IV / Junior OHS Expert Certification in Construction Batch IV	19-20 Februari 2024 / February 19-20, 2024	Eksternal (Public) / External (Public)	2
13	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan I	19-20 Februari 2024 / February 19-20, 2024	Pusdiklat / Education and Training Center	15
14	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan II / OHS Technician Working at Height Level 1 Batch II	10-11 September 2024 / September 10-11, 2024	Pusdiklat / Education and Training Center	15
15	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan III / OHS Technician Working at Height Level 1 Batch III	10-11 September 2024 / September 10-11, 2024	Pusdiklat / Education and Training Center	14
16	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan IV / OHS Technician Working at Height Level 1 Batch IV	4-5 November 2024 / November 4-5, 2024	Pusdiklat / Education and Training Center	15
17	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan IX / OHS Technician Working at Height Level 1 Batch IX	11-12 September 2024 / September 11-12, 2024	Pusdiklat / Education and Training Center	20
18	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan V / OHS Technician Working at Height Level 1 Batch V	11-12 September 2024 / September 11-12, 2024	Pusdiklat / Education and Training Center	8
19	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VI / OHS Technician Working at Height Level 1 Batch VI	12-13 September 2024 / September 12-13, 2024	Pusdiklat / Education and Training Center	10
20	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VII / OHS Technician Working at Height Level 1 Batch VII	24-25 Oktober 2024 / October 24-25, 2024	Pusdiklat / Education and Training Center	14
21	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VIII / OHS Technician Working at Height Level 1 Batch VIII	4-5 November 2024 / November 4-5, 2024	Pusdiklat / Education and Training Center	18
22	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan X / OHS Technician Working at Height Level 1 Batch X	7-8 November 2024 / November 7-8, 2024	Pusdiklat / Education and Training Center	10
23	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XI / OHS Technician Working at Height Level 1 Batch XI	7-8 November 2024 / November 7-8, 2024	Pusdiklat / Education and Training Center	20
24	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XII / OHS Technician Working at Height Level 1 Batch XII	11-12 November 2024 / November 11-12, 2024	Pusdiklat / Education and Training Center	20
25	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XIII / OHS Technician Working at Height Level 1 Batch XIII	11-12 November 2024 / November 11-12, 2024	Pusdiklat / Education and Training Center	15
26	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XIV / OHS Technician Working at Height Level 1 Batch XIV	14-15 November 2024 / November 14-15, 2024	Pusdiklat / Education and Training Center	16
27	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XV / OHS Technician Working at Height Level 1 Batch XV	28-29 November 2024 / November 28-29, 2024	Pusdiklat / Education and Training Center	15
28	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XVI / OHS Technician Working at Height Level 1 Batch XVI	30 November-1 Desember 2024 / November 30-December 1, 2024	Pusdiklat / Education and Training Center	20
29	Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XVII / OHS Technician Working at Height Level 1 Batch XVII	21-23 Februari 2024 / February 21-23, 2024	Pusdiklat / Education and Training Center	20
30	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan I / OHS Technician Working at Height Level 2 Batch I	21-23 Februari 2024 / February 21-23, 2024	Pusdiklat / Education and Training Center	15
31	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan II / OHS Technician Working at Height Level 2 Batch II	27-28 Februari 2024 / February 27-28, 2024	Pusdiklat / Education and Training Center	15

No.	Judul Pelatihan / Training Title	Tanggal Sosialisasi / Dissemination Dates	Tempat / Media	Jumlah Peserta / Amount of Participants
32	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan III / OHS Technician Working at Height Level 2 Batch III	27-28 Februari 2024 / February 27-28, 2024	Pusdiklat / Education and Training Center	14
33	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan IV / OHS Technician Working at Height Level 2 Batch IV	30 September-2 Oktober 2024 / September 30-October 2, 2024	Pusdiklat / Education and Training Center	13
34	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan IX / OHS Technician Working at Height Level 2 Batch IX	12-13 September 2024 / September 12-13, 2024	Pusdiklat / Education and Training Center	11
35	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan V / OHS Technician Working at Height Level 2 Batch V	17-19 September 2024 / September 17-19, 2024	Pusdiklat / Education and Training Center	12
36	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VI / OHS Technician Working at Height Level 2 Batch VI	17-19 September 2024 / September 17-19, 2024	Pusdiklat / Education and Training Center	12
37	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VII / OHS Technician Working at Height Level 2 Batch VII	30 September-2 Oktober 2024 / September 30-October 2, 2024	Pusdiklat / Education and Training Center	12
38	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VIII / OHS Technician Working at Height Level 2 Batch VIII	2-4 Oktober 2024 / October 2-4, 2024	Pusdiklat / Education and Training Center	11
39	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan X / OHS Technician Working at Height Level 2 Batch X	2-4 Oktober 2024 / October 2-4, 2024	Pusdiklat / Education and Training Center	11
40	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XI / OHS Technician Working at Height Level 2 Batch XI	4-6 Oktober 2024 / October 4-6, 2024	Pusdiklat / Education and Training Center	11
41	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XII / OHS Technician Working at Height Level 2 Batch XII	4-6 Oktober 2024 / October 4-6, 2024	Pusdiklat / Education and Training Center	12
42	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIII / OHS Technician Working at Height Level 2 Batch XIII	16-18 Oktober 24 / October 16-18, 2024	Pusdiklat / Education and Training Center	11
43	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIV / OHS Technician Working at Height Level 2 Batch XIV	18-20 Oktober 2024 / October 18-20, 2024	Pusdiklat / Education and Training Center	15
44	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XV / OHS Technician Working at Height Level 2 Batch XV	20-22 Oktober 2024 / October 20-22, 2024	Pusdiklat / Education and Training Center	15
45	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVI / OHS Technician Working at Height Level 2 Batch XVI	22-24 Oktober 2024 / October 22-24, 2024	Pusdiklat / Education and Training Center	15
46	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVII / OHS Technician Working at Height Level 2 Batch XVII	22-24 Oktober 2024 / October 22-24, 2024	Pusdiklat / Education and Training Center	15
47	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVIII / OHS Technician Working at Height Level 2 Batch XVIII	24-26 Oktober 2024 / October 24-26, 2024	Pusdiklat / Education and Training Center	15
48	Training Auditor SMK3 Sertifikasi KEMNAKER / OHSMS Auditor Training Certification of Ministry of Manpower	07 Oktober 2024 / October 07, 2024	Eksternal (Public) / External (Public)	8

Pencegahan dan Mitigasi Dampak-Dampak Keselamatan dan Kesehatan Kerja yang Secara Langsung Terkait Hubungan Bisnis [GRI 403-7]

Untuk mewujudkan pengelolaan risiko yang efektif dan efisien, KAI mengimplementasikan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR). Dengan menerapkan IBPR, KAI dapat melakukan upaya preventif dan mitigasi terhadap risiko keselamatan, yang mencakup risiko kecelakaan kereta api, kecelakaan kerja, penyakit akibat kerja, dan pencemaran lingkungan hidup.

Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships [GRI 403-7]

To realize effective and efficient risk management, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process. By implementing IBPR, KAI can take preventive and mitigation measures against safety risks, which include railway accidents, occupational accidents, work-related illnesses, and environmental pollution.

IBPR telah diterapkan pada seluruh Daerah Operasional (Daop), Divisi Regional (Divre) dan Balai Yasa Sarana. Hasil IBPR yang dilakukan pada level unit, kemudian dibahas secara rutin setiap bulan di dalam Rapat Komite Keselamatan Tingkat Daerah, untuk dilaporkan kepada Direktorat Keselamatan dan Keamanan. Proses IBPR diterapkan secara terintegrasi ke dalam sistem Manajemen Risiko Terpadu (Enterprise Risk Management) yang difasilitasi melalui aplikasi Sistem Manajemen Risiko Terpadu Kereta Api (SMARTKA). Untuk menjaga kinerja operasional berjalan baik, KAI terus-menerus melakukan pengembangan terhadap proses IBPR yang dilakukan melalui evaluasi dan perbaikan secara berkesinambungan, sehingga pengelolaan risiko keselamatan dapat berjalan optimal.

Pelatihan dan Pengembangan Kemampuan Pegawai [OJK F.22][GRI 404]

Sebagai wujud pemenuhan hak bagi pekerja untuk dapat mengembangkan kompetensi sekaligus untuk meningkatkan produktivitas kinerja pekerja, KAI menyelenggarakan program pelatihan dan pengembangan kemampuan pekerja. Secara periodik, KAI melaksanakan kegiatan pelatihan dan pendidikan pekerja, yang diharapkan mampu menghadirkan SDM yang unggul dan kompetitif sekaligus mendukung upaya peningkatan kualitas pelayanan bagi pelanggan, hubungan kerja dengan mitra usaha, serta hubungan baik dengan masyarakat.

Program pengembangan kompetensi bagi pekerja yang dirancang dan dilaksanakan oleh KAI sejalan dengan pencapaian visi dan misi Perseroan tahun 2020-2024, dan mengakomodir talenta baru bagi Perseroan. Untuk mengoptimalkan pelaksanaan program pengembangan kompetensi KAI memiliki Divisi Training & Education yang bertransformasi menjadi KAI Corporate University. Divisi ini bertanggung jawab dalam mengelola perencanaan, pengendalian, dan evaluasi pelaksanaan program, hingga merencanakan materi pendidikan dan pelatihan. Selain itu, divisi ini bertugas memelihara fasilitas program, menyusun standarisasi kualitas dan sertifikasi/ pengujian SDM sesuai kebutuhan Perseroan, serta melakukan pengelolaan pengembangan pegawai.

Sebagai pemenuhan hak asasi manusia dan menciptakan kualitas SDM yang berkarakter, KAI memberikan kesempatan yang sama kepada seluruh pekerja (100%) untuk mengikuti pengembangan kompetensi tanpa adanya diskriminasi apapun termasuk latar belakang mereka.

IBPR is applied across all Operational Areas (Daop), Regional Divisions (Divre), and Balai Yasa Sarana. The results of the IBPR conducted at the unit level are routinely discussed monthly in the Regional Safety Committee Meetings and reported to the Directorate of Safety and Security. The IBPR process is integrated into the Enterprise Risk Management (ERM) system, facilitated through the Integrated Railway Risk Management System (SMARTKA) app. KAI is committed to continuously implementing and developing the IBPR process through ongoing evaluation and improvement to ensure that safety risk prevention, mitigation, and management are carried out optimally.

Employee Training and Development [OJK F.22][GRI 404]

As a form of fulfillment of employees' rights to be able to develop their competencies as well as to increase employee performance productivity, KAI organizes employee training and development programs. KAI periodically conducts employee training and education activities, which are expected to be able to produce superior and competitive human resources while supporting the improvement of service quality for customers, fostering working relationships with business partners, and maintaining good relations with the community.

The competency development program for employees designed and implemented by KAI is in line with the achievement of the Company's vision and mission for 2020-2024, and accommodates new talents for the Company. To optimize the implementation of the competency development program, KAI has a Training & Education Division that has transformed into KAI Corporate University. This division is responsible for managing the planning, control, and evaluation of program implementation, including planning educational and training materials. In addition, this division is responsible for maintaining program facilities, preparing quality standards and HR certification/testing according to the Company's needs, and managing employee development.

As a fulfillment of human rights and to create quality human resources with character, KAI provides equal opportunities for all employees (100%) to develop their competencies without any discrimination, including based on their background.

Program pelatihan dan pengembangan kompetensi pekerja dilakukan berdasarkan ketentuan internal berupa Keputusan Direksi PT Kereta Api Indonesia (Persero) tentang Petunjuk Pelaksanaan Sistem Pengembangan Karier. Berdasarkan ketentuan tersebut, pengembangan karier di dalam organisasi KAI diterapkan melalui program pendidikan dan pelatihan (Diklat), yang terdiri dari Diklat Pembentukan, Diklat Profesional, dan Diklat Manajerial. Upaya ini merupakan wujud upaya KAI dalam memberikan kesempatan yang transparan dan setara bagi seluruh pekerja (100%) untuk dapat mengisi berbagai posisi jabatan, melalui sistem promosi, jenjang karier, serta jalur pengembangan karier yang dievaluasi secara objektif berdasarkan kompetensi yang dimiliki.

Kebijakan dan Pelaksanaan Pengembangan Kompetensi [GRI 3-3, 404-2]

Perseroan telah melakukan penyesuaian terhadap model kompetensi yang diterapkan untuk pekerja KAI, sebagai upaya menyesuaikan perkembangan peran SDM dan perubahan tantangan yang dihadapi. Hal ini dilakukan untuk mendukung tercapainya visi dan misi Perseroan, sejalan dengan pencapaian Rencana Jangka Panjang Perusahaan (RJPP) tahun 2020-2024. Di samping itu, penyesuaian model kompetensi dilakukan untuk mengakomodasi kapabilitas baru di dalam struktur organisasi Perseroan. Model Kompetensi KAI tersebut diberlakukan berdasarkan Peraturan Direksi PER.U/KH.503/IX/1/KA-2021 tentang Kamus dan Profil Kompetensi.

Model Kompetensi KAI meliputi kompetensi yang bersifat non-teknis (*soft-competency*) dan teknis (*hard-competency*). Kompetensi non-teknis mengacu pada kompetensi yang berkaitan dengan kemampuan mengelola proses pekerjaan, mengelola hubungan antarmanusia, serta membangun interaksi dengan orang lain, terdiri dari *Basic*, *Core*, dan *Leadership*. Sementara kompetensi teknis merupakan keterampilan teknis yang melekat atau dibutuhkan untuk profesi/posisi tertentu, terdiri dari *Technical*, *Business*, *Digital*, dan *Management*. Berikut penjelasan mengenai Model Kompetensi KAI:

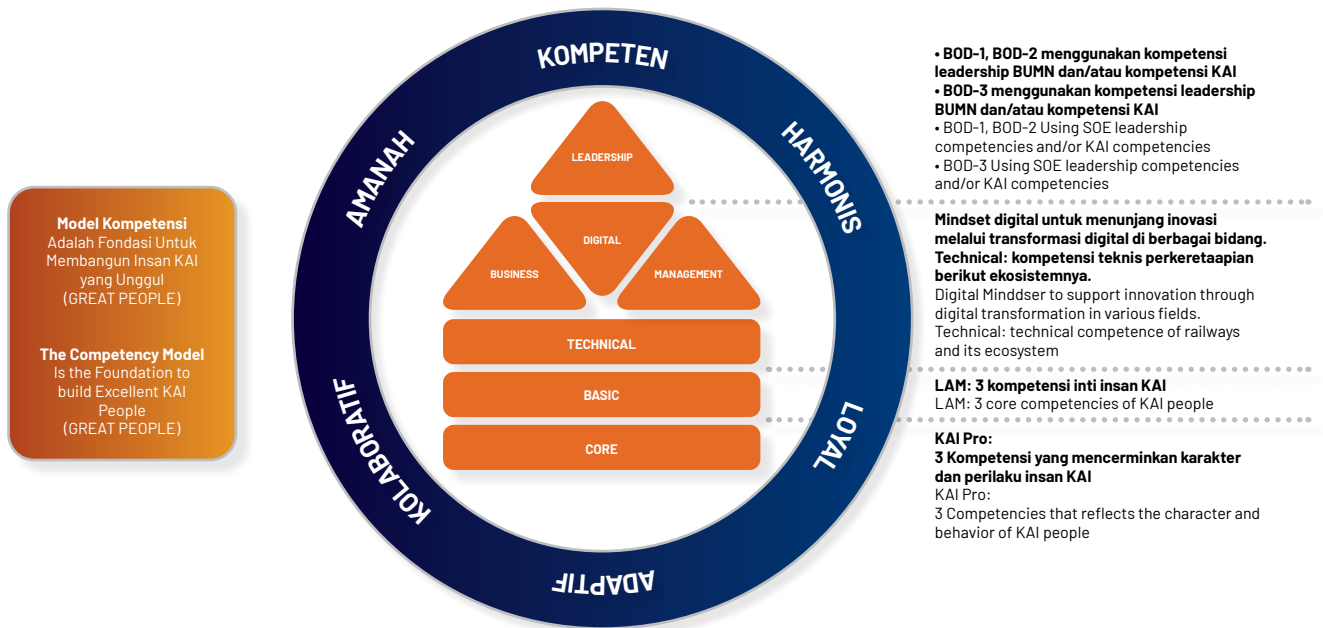
The employee training and competency development programs are conducted based on internal regulations, specifically the Board of Directors Resolution of PT Kereta Api Indonesia (Persero) regarding the Implementation Guidelines for the Career Development System. According to these regulations, career development within KAI is implemented through education and training programs (Diklat), which include Formation Training, Professional Training, and Managerial Training. This is KAI's effort to provide transparent and equal opportunities for all (100%) employees to fill various positions through a promotion system, career paths, and career development tracks that are objectively evaluated based on their competencies.

Competency Development Policy and Implementation [GRI 3-3, 404-2]

The Company has adjusted the competency model applied to KAI employees, as the role of human resources evolves and new challenges arise, which is carried out to support the achievement of the Company's vision and mission, in line with the Long-Term Corporate Plan (RJPP) for 2020-2024. Moreover, the adjustment to the competency model is made to accommodate new capabilities within the Company's organizational structure. The KAI Competency Model is implemented based on the Director's Regulation PER.U/KH.503/IX/1/KA-2021 concerning the Competency Dictionary and Profiles.

The KAI Competency Model includes both non-technical (*soft-competency*) and technical (*hard-competency*) competencies. Non-technical competencies refer to skills related to managing work processes, interpersonal relationships, and building interactions with others, and are categorized into Basic, Core, and Leadership. Technical competencies involve the specific skills required for particular professions/positions and are divided into Technical, Business, Digital, and Management. An explanation of the KAI Competency Model can be seen in the following illustration:

Model Kompetensi KAI Tahun 2021 / KAI Competency Model for 2021



Referensi

Peraturan Direksi Nomor PER.U/KH.503/III/2/KA-2021 tentang perubahan atas Peraturan Direksi Nomor PER.U/KH.503/I/1/KA-2018 tentang Kamus Kompetensi.

AKHLAK: Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif

Model kompetensi tersebut menjadi dasar untuk penyusunan profil kompetensi jabatan, dimana setiap profil kompetensi jabatan terdiri dari 7 (tujuh) bagian kompetensi, yaitu *Core, Basic, Technical, Business, Digital, Management, dan Leadership*.

Reference

Board of Directors Regulation Number PER.U/KH.503/III/2/KA-2021 concerning amendments to Directors Regulation Number PER.U/KH.503/I/1/KA-2018 concerning Competency Dictionary.

AKHLAK: Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative

The competency model serves as the foundation for developing job competency profiles, where each job competency profile consists of 7 competency areas: *Core, Basic, Technical, Business, Digital, Management, and Leadership*.

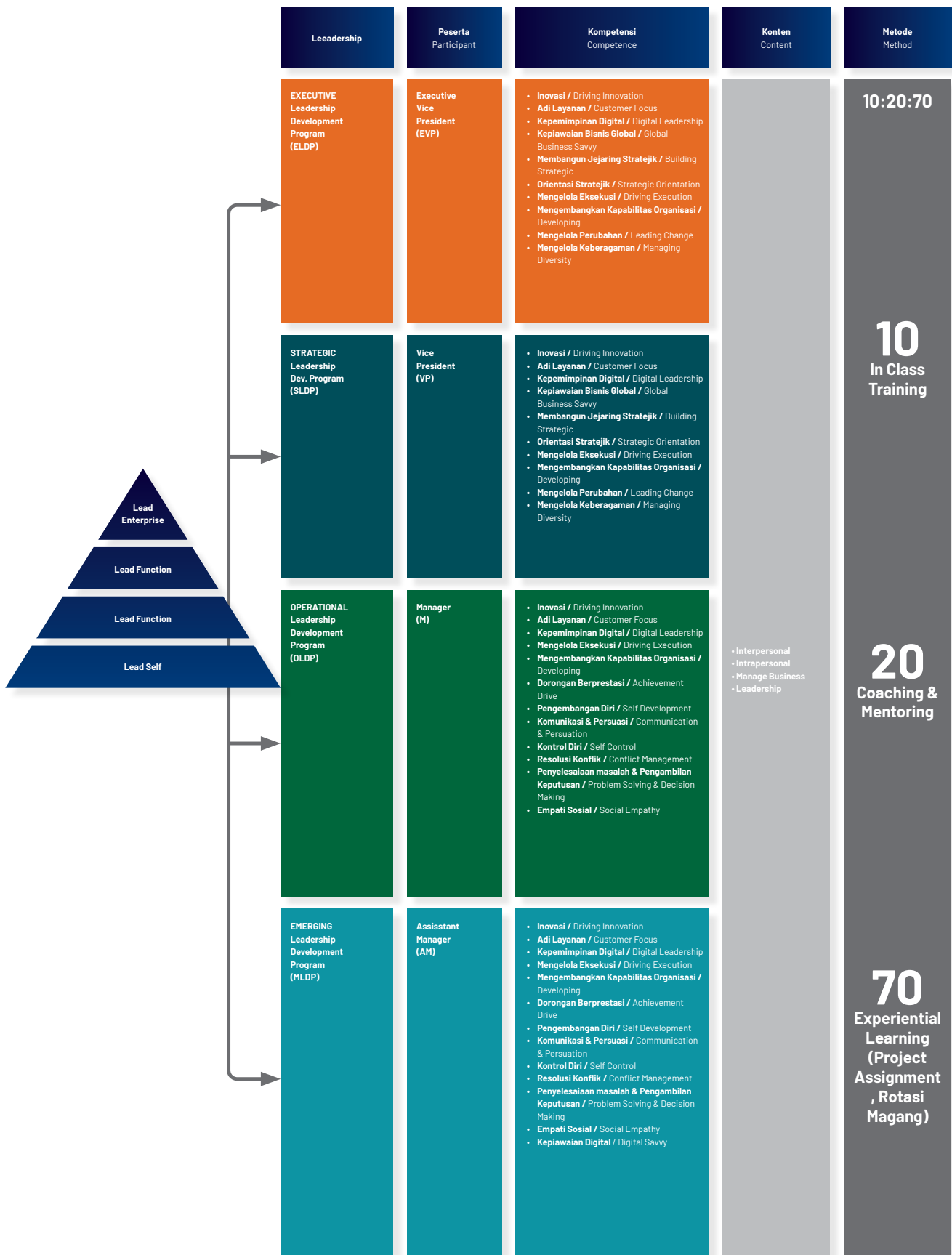
CORE	BASIC	TECHNICAL	HARD			LEADERSHIP
CAPACITY BUILDING (KIPRO + AKHLAK)	IAM (Modul Integrity, Service Excellence, Safety & Health Oriented) • Service Excellence • Health • Safety • Security Induction	• Operation • Rolling Stock Maintenance Management • Quality Controller • Signalling, Telecommunication and Electricity • Track & Bridge • Engineering	BUSINESS • Strategic Plan & Business Development • Management Transformation • Fundamental Marketing • Strategic Marketing • Feasibility Study • Customer Relationship Management • Hospitality • Business Analytics • Negotiation Skill • Designing Business Model	MANAGEMENT • Governance, Risk, & Compliance • Supply Chain • Relationship Management • Finance & Accounting • Human Capital • Health, Safety, & Environment • Corporate Affair • Project Management & Research • Building & Conservation	DIGITALIZATION • Digital Transformation • Digital Disruption • Data Analytics • Artificial Intelligence • Digital Marketing • Digital Operation	ELDP (Executive Leadership Dev. Program) SLDP (Strategic Leadership Dev. Program) OLDP (Operational Leadership Dev. Program) MLDP (Emerging Leadership Development Program)
	INDUCTION PROGRAM		Regulation Mandatory Certification: 1. Railways: • Train Crew • Inspector & Checker • Maintenance 2. Non-Railways: • Audit • HC & Health • IT • Safety • Other Functions			Talent Development
CORPORATE LEARNING DEVELOPMENT						
KAI Value: Amanah / Trustworthy - Kompeten / Competent - Harmonis / Harmonious - Loyal - Adaptif / Adaptive - Kolaboratif / Collaborative						

Learning Development System and Program

- **Core** merupakan program pengembangan utama untuk membentuk karakter seluruh insan KAI yang kolaboratif, inovatif, dan proaktif.
- **Basic** merupakan program pengembangan untuk membekali pekerja terkait dengan kompetensi dasar yang harus dimiliki oleh seluruh insan KAI (Integritas, Adiguna Layanan, Mengutamakan Keselamatan).
- **Technical** merupakan program pengembangan untuk meningkatkan keahlian melalui pemenuhan kompetensi teknik railway dan ekosistemnya.
- **Business** merupakan program pengembangan untuk mendukung bisnis perusahaan dalam mewujudkan visi misi perusahaan melalui pemenuhan kompetensi teknik terkait bisnis.
- **Management** merupakan program pengembangan untuk memaksimalkan fungsi jabatan melalui pemenuhan kompetensi yang mendukung fungsi pekerjaannya atau jabatan.
- **Digital** merupakan program pengembangan dalam menghadapi tantangan di era digitalisasi melalui pemenuhan kompetensi digitalisasi.
- **Leadership** merupakan program pengembangan untuk menyiapkan pimpinan Perseroan yang bisa bersaing dengan BUMN lain melalui pemenuhan kompetensi leadership bagi para pimpinan.

Learning Development System and Program

- **Core** is the main development program aimed at shaping the character of all KAI personnel to be collaborative, innovative, and proactive.
- **Basic** is a development program designed to equip workers with fundamental competencies required by all KAI personnel (Integrity, Service Excellence, Prioritizing Safety).
- **Technical** is a development program focused on enhancing expertise through the fulfillment of railway technical competencies and its ecosystem.
- **Business** is a development program designed to support the company's business in achieving its vision and mission through the fulfillment of technical competencies related to the business.
- **Management** is a development program aimed at maximizing job functions through the fulfillment of competencies that support job roles or positions.
- **Digital** is a development program designed to address challenges in the era of digitalization through the fulfillment of digital competencies.
- **Leadership** is a development program designed to prepare the Company's leaders to compete with other state-owned enterprises (SOEs) by fulfilling leadership competencies for executives.



Model pengembangan yang diimplementasikan oleh KAI dilakukan secara individual maupun kelompok. Secara individual, pekerja diberikan program pengembangan sesuai Prinsip 70:20:10, dengan penjelasan sebagai berikut:

- Prinsip 70 dimana pekerja setiap tahun akan dilakukan rotasi dan diberikan project assignment khusus.
- Prinsip 20 dimana pekerja akan diberikan pendampingan dari coach internal dan eksternal.
- Prinsip 10 dimana pekerja akan diberikan pelatihan dan pengembangan sesuai *Learning Development System* di atas.

Sementara secara kelompok, pekerja mendapatkan program pengembangan terintegrasi sesuai Model Kompetensi KAI.

The development model implemented by KAI is carried out both individually and in groups. Individually, employees are provided with development programs based on the 70:20:10 Principle, with the following description:

- 70 Principle Employees will undergo rotation and be assigned special projects each year.
- 20 Principle Employees will receive coaching from internal and external coaches.
- 10 Principle Employees will receive training and development according to the *Learning Development System* outlined above.

Meanwhile, in groups, employees receive integrated development programs according to the KAI Competency Model.

Berikut ini adalah daftar pelatihan pekerja terkait aspek keberlanjutan selama tahun 2024:

The following is a list of employee training related to sustainability aspects during 2024:

No.	Judul Pelatihan / Training Name
1	Teknisi K3 Bekerja pada Ketinggian Level 1 / OHS Technician Working at Height Level 1
2	Teknisi K3 Bekerja pada Ketinggian Level 2 / OHS Technician Working at Height Level 2
3	<i>Non-Destructive Testing</i> (NDT) Level 2 Angkatan I / <i>Non-Destructive Testing</i> (NDT) Level 2 Batch I
4	Relay Proteksi Siprotec 4 Angkatan I / Siprotec 4 Protection Relay Batch I
5	Bimtek Perpanjangan SKP Ahli K3 Umum Kemnaker / Technical Guidance for Extension of SKP for General OHS Experts, Ministry of Manpower
6	Bimtek Perpanjangan SKP Ahli K3 Kebakaran Kemnaker / Technical Guidance for Extension of SKP for Fire OHS Experts, Ministry of Manpower
7	Bimtek Perpanjangan SKP Ahli Muda K3 Lingkungan Kerja Kemnaker / Technical Guidance for Extension of SKP for Junior OHS Experts in the Work Environment, Ministry of Manpower
8	Bimtek Perpanjangan SKP Accident Investigation BNSP / Technical Guidance for Extension of SKP for Accident Investigation, National Professional Certification Board
9	Bimtek Perpanjangan SKP Safety Inspector BNSP / Technical Guidance for Extension of SKP for Safety Inspector, National Professional Certification Board
10	Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIII / OHS Technician Working at Height Level 2 Batch XIII
11	<i>Certified Governance Risk Management Compliance Professional</i> (CGRCP)
12	<i>Training Auditor</i> SMK3 Sertifikasi KEMNAKER / OHSMS Auditor Training, Ministry of Manpower Certification
13	ISO 27001 (Auditor) Pelatihan & Sertifikasi / ISO 27001 (Auditor) Training & Certification
14	ISO 37001:2016 (Auditor Internal) / ISO 37001:2016 (Internal Auditor)
15	ISO 27701 (Fundamental)
16	<i>Awareness</i> ISO 9001:2015 / ISO 9001:2015 Awareness
17	<i>Certified Human Resources Supervisor</i>
18	<i>Security Induction</i>
19	<i>Awareness</i> ISO 30301:2019 / ISO 30301:2019 Awareness
20	<i>Operational Leadership Development Program</i> (OLDP)
21	<i>Safety Leadership</i> Tingkat III (Direksi) / <i>Safety Leadership</i> Level III (Board of Directors)
22	<i>Safety Leadership</i> Tingkat II (EVP/VP) / <i>Safety Leadership</i> Level II (EVP/VP)
23	<i>Risk Management for Non-Risk Management</i>

No.	Judul Pelatihan / Training Name
24	Human Resources Management for Non-HR
25	Emergency Response Plan
26	Manajemen Keselamatan Kerja OHSAS 18001 / OHSAS 18001 Occupational Safety Management
27	Corporate Secretary Berbasis GCG / GCG-Based Corporate Secretary
28	K3 Listrik + Exam / Electrical OHS + Exam
29	Hiperkes untuk Paramedis / Corporate Hygiene and Occupational Health for Paramedics
30	Pelatihan Ahli K3 UMUM sertifikasi Kemenaker RI / GENERAL OHS Expert Training, Ministry of Manpower of the Republic of Indonesia certification
31	Pelatihan Dasar Pencegahan dan Pengendalian Infeksi di FKTP / Basic Training for Prevention and Control of Infection in Primary Health Care Facilities
32	Sertifikasi Ahli K3 Listrik / Electrical OHS Expert Certification
33	Sertifikasi Ahli K3 Konstruksi / Construction OHS Expert Certification
34	Sertifikasi Ahli K3 Umum Kemenaker / General OHS Expert Certification, Ministry of Manpower
35	Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction
36	Pelatihan dan Sertifikasi Non-Destructive Test (NDT) / Non-Destructive Test (NDT) Training and Certification
37	Pelatihan Sintelis untuk para Safety Inspector / Telecommunication and Electrical Signal Training for Safety Inspectors
38	Pelatihan Safety Leadership Tingkat I (Manager) Angkatan I / Level I Safety Leadership Training (Manager) Batch I
39	Safety Champion
40	Pelatihan Safety Professional / Professional Safety Training
41	Pelatihan Safety Expert a.k.a Ahli K3 Umum Kemnaker / Safety Expert Training a.k.a General OHS Expert, Ministry of Manpower
42	Pelatihan Junior Safety Expert a.k.a Ahli K3 Umum Kemnaker / Junior Safety Expert Training a.k.a General OHS Expert, Ministry of Manpower
43	Accident Investigation Bersertifikasi BNSP Angkatan I / National Professional Certification Board Certified Accident Investigation Batch I
44	Safety Management Training JR East / JR East Safety Management Training
45	Training Internal Audit Integrasi QHSE Management System (Auditor) / Internal Audit Training, QHSE Management System Integration (Auditor)
46	Training Safety Inspector Sertifikasi BNSP / Safety Inspector Training, National Professional Certification Board Certification
47	Emergency Response Plan
48	Contractor Safety Management System (CSMS) Sertifikasi BNSP / Contractor Safety Management System (CSMS), National Professional Certification Board Certification
49	Risk Management for Non-Risk Management
50	Security Induction
51	Human Resources Management for Non-HR
52	Human Capital Basic
53	K3 Kebakaran Kelas D / OHS Class D Fire
54	Pelatihan Ahli K3 UMUM Sertifikasi Kemenaker RI / GENERAL OHS Expert Training, Ministry of Manpower of the Republic of Indonesia Certification
55	5R/5S
56	Ahli K3 Umum / General OHS Expert
57	Petugas P3K Tersertifikasi Kemenaker / Ministry of Manpower Certified First Aid Officer
58	Sustainability Governance Workshop For Leader: Building Sustainable Companies
59	Accident Investigation Bersertifikasi BNSP / National Professional Certification Board Certified Accident Investigation
60	Sertifikasi Ahli K3 Konstruksi / OHS Construction Expert Certification
61	Building Sustainable Ventures

No.	Judul Pelatihan / Training Name
62	Multimedia Dasar Angkatan I / Basic Multimedia Batch I
63	Directorship (Dir AP/BoD-1) - Special Directorship Program (SDP) Angkatan III / Directorship (Dir AP/BoD-1) - Special Directorship Program (SDP) Batch III
64	Safety Leadership Tingkat II (EVP/VP) Angkatan II / Safety Leadership Level II (EVP/VP) Batch II
65	Safety Leadership Tingkat II (EVP/VP) Angkatan III / Safety Leadership Level II (EVP/VP) Batch III
66	Safety Leadership Tingkat II (EVP/VP) Angkatan IV / Safety Leadership Level II (EVP/VP) Batch IV
67	Safety Leadership Tingkat II (EVP/VP) Angkatan V / Safety Leadership Level II (EVP/VP) Batch V
68	Safety Leadership Tingkat II (EVP/VP) Angkatan VI / Safety Leadership Level II (EVP/VP) Batch VI
69	Identifikasi dan Pelaporan Bahaya (Basic Safety Level 1) Angkatan II / Hazard Identification and Reporting (Basic Safety Level 1) Batch II
70	Sertifikasi Ahli K3 Muda Konstruksi Angkatan II / Junior OHS Expert Certification in Construction Batch II
71	Anggota Tim Penyusunan AMDAL Sertifikat BNSP / Member of the Environmental Impact Analysis Preparation Team, National Professional Certification Board Certificate
72	Penanggung Jawab Operasional Pengelolaan Air Limbah (POPAL) Sertifikasi BNSP / Person in Charge of Wastewater Management Operations (POPAL), National Professional Certification Board Certification
73	Penanggung Jawab Pengendalian Pencemaran Air (PPPA) Sertifikasi BNSP / Person in Charge of Water Pollution Control (PPPA), National Professional Certification Board Certification
74	Project Management
75	Operator Pengelolaan Limbah B3 (OPLB3) Sertifikasi BNSP / Hazardous Waste Management Operator (OPLB3), National Professional Certification Board Certification
76	Pemantauan dan Analisis Pengelolaan Limbah B3 (PPLB3) Sertifikasi BNSP / Hazardous Waste Management Monitoring and Analysis (PPLB3), National Professional Certification Board Certification
77	Public Speaking
78	Identifikasi dan Pelaporan Bahaya (Basic Safety Level 1) / Hazard Identification and Reporting (Basic Safety Level 1)
79	Safety Leadership Tingkat I (Manager) / Safety Leadership Level I (Manager)
80	Training Safety Inspector Sertifikasi BNSP (Unit Operasi) / Training Safety Inspector (Operation Unit), National Professional Certification Board Certification
81	Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction
82	Ahli K3 Umum Sertifikasi BNSP / Junior Construction OHS Expert Certification
83	Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction
84	Managing Conflict at the Workplace
85	Ahli K3 Umum Sertifikasi BNSP / General OHS Expert, National Professional Certification Board Certification
86	Pengelolaan Bahaya dan Risiko Keselamatan (Basic Safety Level 2) / Management of Safety Hazards and Risks (Basic Safety Level 2)
87	Customer Care
88	GRI (Global Reporting Initiative) Certified Training Course
89	Environmental, Social, Governance (ESG)

Jumlah Pekerja yang Mengikuti Pelatihan

Number of Employees Attending Training

Tahun / Year	Program Pelatihan Dalam Negeri / Domestic Training Program	Program Pelatihan Luar Negeri / Overseas Training Program	Jumlah Pegawai yang Mengikuti Pelatihan / Number of Employees Who Attended Training
2024	752	9*	19.505
2023	470	12	12.757
2022	469	1	8.523

*) Termasuk 2 program pelatihan luar negeri untuk Dewan Komisaris dan 5 program pelatihan luar negeri untuk Direksi. / Including 2 overseas training programs for the Board of Commissioners and 5 overseas training programs for the Board of Directors.

Biaya Pengembangan Kompetensi

Pada tahun 2024 KAI telah menyelenggarakan 815 pelatihan dengan realisasi biaya pengembangan sejumlah Rp44,98 miliar dari anggaran sebesar Rp46,44 miliar. Upaya ini menunjukkan bahwa KAI senantiasa menjaga komitmen KAI untuk mengembangkan kompetensi seluruh SDM sehingga dapat mewujudkan layanan terbaik bagi pelanggan.

Competency Development Costs

In 2024, KAI organized 815 training sessions, with development costs totaling Rp44.98 billion out of a Rp46.44 billion budget. This effort demonstrates KAI's continued commitment to developing the competencies of all its human resources to deliver the best possible service to customers.

Tabel Biaya Pengembangan Kompetensi

2024		2023	
Anggaran / Budget	Realisasi / Realization	Anggaran / Budget	Realisasi / Realization
Rp46.441.158.040	Rp44.985.215.026	Rp35.650.791.846	Rp39.463.993.728

Table of Competency Development Costs

Secara berkala Perseroan melaksanakan evaluasi terhadap pelaksanaan pengembangan kompetensi melalui survei kepuasan terhadap *trainer*, program atau materi pelatihan, hingga fasilitas pelatihan. Perincian hasil evaluasi sebagai berikut:

The Company conducts regularly evaluations of the competency development implementation through surveys on trainer satisfaction, training programs or materials, and training facilities. Details of the evaluation results are as follows:

Tabel Kepuasan terhadap Trainer

No.	Nama Balai Pelatihan / Training Center Name	Kepuasan Terhadap Trainer / Satisfaction with Trainer	
		2024	2023
1	Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center	3,63	3,57
2	Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center	3,7	3,48
3	Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center	3,66	3,70
4	Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center	3,72	3,63
5	Balai Pelatihan Sriwijaya / Sriwijaya Training Center	3,75	3,73
6	Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center	3,44	3,45
Rata-rata / Average		3,65	3,59

Table of Trainer Satisfaction

Tabel Kepuasan Program/Materi Pelatihan

No.	Nama Balai Pelatihan	Kepuasan Program/Materi Pelatihan / Satisfaction with Training Program/ Material	
		2024	2023
1	Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center	3,41	3,42
2	Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center	3,63	3,45
3	Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center	3,62	3,63
4	Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center	3,65	3,67
5	Balai Pelatihan Sriwijaya / Sriwijaya Training Center	3,59	3,69
6	Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center	3,4	3,43
Rata-rata / Average		3,55	3,55

Table of Training Program/Material Satisfaction

Tabel Kepuasan Fasilitas Pelatihan

Table of Training Facilities Satisfaction

No.	Nama Balai Pelatihan / Training Center Name	Kepuasan Fasilitas Pelatihan / Satisfaction with Training Facilities	
		2024	2023
1	Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center	3,41	3,38
2	Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center	3,59	3,45
3	Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center	3,6	3,63
4	Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center	3,59	3,46
5	Balai Pelatihan Sriwijaya / Sriwijaya Training Center	3,57	3,71
6	Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center	3,36	3,43
Rata-rata / Average		3,52	3,52

Rata-Rata Jam Pelatihan Per Tahun Per Pegawai [GRI 404-1]

KAI menghitung dan mengungkapkan jumlah rata-rata jam pelatihan per tahun per pekerja sebagai bagian dari upaya penerapan keuangan berkelanjutan. Hasil penghitungan tersebut dijadikan dasar dalam melakukan pengembangan program pelatihan untuk tahun selanjutnya. Pada 2024, KAI telah mengikutsertakan sejumlah 19.505 pekerja atau 197% dari total jumlah pekerja yang diprogramkan mengikuti pelatihan sebanyak 9.901, dengan rata-rata jam pelatihan mencapai 179 jam per pekerja laki-laki per tahun dan 118 jam per pekerja perempuan per tahun. KAI terus berupaya evaluasi agar di masa yang mendatang rata-rata jam pelatihan pekerja perempuan dan laki-laki semakin seimbang.

Average Training Hours Per Year Per Employee [GRI 404-1]

KAI calculates and discloses the average number of training hours per employee per year as part of its sustainable finance efforts. The results of this calculation will serve as the basis for developing the training program for the following year. In 2024, KAI included 19,505 employees or 197% of the total number of employees programmed to participate in the training, which was 9,901, with an average of 179 hours of training per male employee per year and 118 hours per female employee per year. KAI strives to evaluate and improve so that the average training hours are equal for both female and male employees in the future.

Rata-rata Jam Pelatihan Pekerja

Table of Average Employee Training Hours

Uraian / Description	Jumlah Pekerja yang Memperoleh Pelatihan / Training Participants	Jam Pelatihan / Training Hours	Rata-rata Jam Pelatihan Setiap Pekerja per 2024 / Average Training Hours per Employee in 2024
Berdasarkan Jenis Kelamin / By Gender			
Laki-laki / Male	18.580	2.302.376	124
Perempuan / Female	925	80.285	87
Berdasarkan Kategori Jabatan / By Job Category			
EVP/Kepala Divisi dan setingkat / Executive Vice President (EVP)/Head of Division and equivalent	97	1.867	19
VP/Kepala Subdivisi dan setingkat / Vice President (VP)/Head of Subdivision and equivalent	343	12.704	37
Manager dan setingkat / Manager and equivalent	1.029	41.516	40
Asisten Manager dan setingkat / Assistant Manager and equivalent	1.736	105.171	61
Supervisor/Specialist dan setingkat / Supervisor/ Specialist and equivalent	3.356	306.644	91
Pelaksana/Officer dan setingkat / Staff/Officer and equivalent	12.944	1.914.759	148

Keterangan / Note: 1 Jam pelatihan = 45 menit. / 1 hour of training = 45 minutes.

Pengembalian Investasi Sumber Daya Manusia

Untuk menjaga kelangsungan usaha, KAI berfokus untuk memberikan nilai tambah bagi Perseroan melalui pendekatan yang terintegrasi, terarah, terukur, dan akuntabel melalui penilaian *Return On Investment* (ROI). Dengan demikian, KAI dapat menghitung nilai investasi awal untuk setiap program pengembangan pekerja (*initial investment amount*) dan manfaat yang diterima oleh penerima manfaat (*impact value*) dari investasi tersebut.

Human Capital Return on Investment

To maintain business continuity, KAI focuses on creating value for the Company with an integrated, targeted, measurable, and accountable approach through a Return On Investment (ROI) assessment. Thus, KAI can calculate the initial investment amount for each employee development program and the impact value received by beneficiaries from that investment.

Uraian / Description	2024	2023	2022	2021
Total Revenue	Rp36.108.216.958,-	Rp35.106.535.574,-	Rp25.577.639.010,-	Rp17.916.775.924,-
Total Operating Expenses	Rp28.506.823.769	Rp31.245.733.025,-	Rp22.205.393.091,-	Rp17.692.357.040,-
Jumlah Biaya Terkait Pekerja (Gaji dan Remunerasi) / Total Employee-Related Expenses (Salary and Remuneration)	Rp8.557.046.281,-	Rp8.508.862.202.00,-	Rp7.238.505.129,-	Rp6.004.282.385,-
Human Capital ROI	1,89	1,45	1,47	1,04

ASPEK SOSIAL-KEMASYARAKATAN

Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23] [GRI 3-3, 413-1]

KAI tidak hanya berfokus pada perolehan laba dalam menjalankan kegiatan usahanya. KAI juga berkomitmen untuk menghadirkan nilai positif kepada masyarakat, yang diwujudkan memberikan dukungan bagi peningkatan ekonomi daerah. Aktivitas operasional KAI selama ini diupayakan dapat mendukung aksesibilitas dan mobilitas masyarakat yang semakin tinggi. Untuk itu, aktivitas bisnis KAI berfokus pada terciptanya dampak positif, antara lain percepatan pengembangan wilayah, penyerapan tenaga kerja lokal, penggunaan pemasok lokal, hingga berkontribusi dalam percepatan komunikasi penduduk antar-daerah. Aktivitas operasional KAI juga berkontribusi besar bagi pertumbuhan sektor logistik, seiring semakin mudahnya proses distribusi barang dari produsen menuju pihak konsumen. Sektor lain yang ikut menerima dampak positif adalah sektor pariwisata, karena moda transportasi kereta api mampu memenuhi kebutuhan wisatawan melalui kemudahan akses ke sejumlah destinasi wisata.

KAI berkomitmen untuk tetap hadir sebagai solusi bagi kebutuhan masyarakat sebagai moda transportasi pendukung keterhubungan antar wilayah, dan telah menghadirkan kontribusi signifikan secara sosial dan ekonomi. KAI berupaya untuk dapat terus mendukung perputaran ekonomi masyarakat dengan membangun kolaborasi yang strategis dengan segenap pemangku kepentingan. Seluruh operasi (100%) kami sudah melewati tahapan panjang penilaian

SOCIAL AND COMMUNITY ASPECTS

Impact of Operations on Surrounding Communities [OJK F.23] [GRI 3-3, 413-1]

KAI does not only focus on making a profit in carrying out its business activities, but it is also committed to providing positive values to the community, which is realized in providing support for improving regional economic growth. KAI's operational activities have so far been attempted to support increasing accessibility and mobility for the community. Therefore, KAI's operations focus on creating positive impacts, including regional development acceleration, local workforce absorption, the use of local suppliers, and contributing to faster inter-regional communication. KAI's operations also significantly contribute to the growth of the logistics sector, making the distribution process from producers to consumers easier. Another sector benefiting from KAI's operations is tourism, as rail transport meets tourists' needs by providing easy access to various tourist destinations.

KAI is committed to remaining present as a solution to the needs of the community as a mode of transport supporting inter-regional connectivity and has made significant social and economic contributions. KAI strives to continue supporting the community's economic circulation by building strategic collaborations with all stakeholders. All (100%) of our operations have undergone extensive environmental and social assessments approved by the government and

lingkungan dan sosial yang disetujui terutama oleh pemerintah dan masyarakat setempat. Atas dasar itu, seluruh (100%) program Tanggung Jawab Sosial dan Lingkungan (TJSL) kami telah dirancang dan dijalankan sesuai dengan pemetaan sosial yang berfokus kepada masyarakat. **[GRI 413-1]**

Nilai ekonomi yang kami hadirkan bagi pemangku kepentingan dalam bentuk program-program TJSL yang berorientasi mencapai Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*), diwujudkan dalam kegiatan-kegiatan penyaluran manfaat yang terbagi ke dalam aspek ekonomi, sosial, dan lingkungan. Program TJSL KAI antara lain, KAI DungMas (bakti sosial seperti paket sembako dan hewan kurban), KAI Sehat Sejahtera (bantuan peningkatan kesehatan), KAI Edu Friend (peningkatan kualitas dan fasilitas pendidikan), Kolaborasi Bantuan Pendidikan bersama Yayasan BUMN, KAI Pling (bantuan pengembangan prasarana dan sarana umum, pengelolaan sampah, dan penanaman pohon), KAI Sar-I (bantuan sarana ibadah), KAI Go Green (pengelolaan sampah dan penanaman pohon), Mitra KAI (MiKA) Hasanah (sertifikasi halal produk UMK mitra), MiKA Go Global (mengikutsertakan UMK mitra dalam pameran dalam dan luar negeri), MiKA Naik Kelas (pelatihan dan pendampingan UMK mitra), Teras UMK (menyediakan lokasi komersial untuk mitra UMK di lingkungan stasiun), dan Pendanaan UMK.

Meskipun KAI berupaya sungguh-sungguh untuk menerapkan mitigasi risiko, aktivitas operasional KAI menghadirkan dampak negatif terhadap masyarakat sekitar, antara lain terdapatnya perlintasan sebidang jalur kereta api tanpa izin dan/atau tanpa penjaga yang berpotensi menimbulkan kecelakaan atau kemacetan kendaraan akibat pergerakan kendaraan dari dan menuju stasiun. Kereta api memiliki jalur tersendiri dan tidak dapat berhenti secara tiba-tiba, sehingga masyarakat pengguna jalan harus mendahulukan perjalanan KA saat melalui perlintasan sebidang. Hal tersebut sesuai UU Nomor 23 Tahun 2007 tentang Perkeretaapian dan UU Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan. Berbeda dengan transportasi darat pada umumnya, kereta api memiliki karakteristik yang secara teknis tidak dapat berhenti secara mendadak. Atas dasar itu, KAI selalu mengimbau masyarakat agar lebih waspada dan berhati-hati sebelum melewati perlintasan sebidang. Perlintasan sebidang ialah area antara jalan dan jalur rel kereta api yang berada pada bidang tanah yang sama. Faktor-faktor yang menyebabkan kereta api tidak dapat mengerem mendadak adalah sebagai berikut:

local communities. On that basis, all (100%) of our Social and Environmental Responsibility (CSER) programs are designed and implemented in accordance with social mapping that focuses on society. **[GRI 413-1]**

The economic value we bring to stakeholders in the form of CSER programs oriented towards achieving Sustainable Development Goals (SDGs), manifested in activities that distribute benefits across economic, social, and environmental aspects. KAI's CSER programs include KAI DungMas (social services such as food package distribution and sacrificial animals), KAI Sehat Sejahtera (health improvement assistance), KAI Edu Friend (improving education quality and facilities), Educational Assistance Collaboration with the SOE Foundation, KAI Pling (assistance in the development of public infrastructure and Rolling Stock, waste management, and tree planting), KAI Sar-I (assistance for worship Rolling Stock), and KAI Go Green (waste management and tree planting), KAI Partner (MiKA) Hasanah (halal certification for partner MSME products), MiKA Go Global (involving partner MSMEs in domestic and international exhibitions), MiKA Naik Kelas (training and mentoring for partner MSMEs), UMK Terrace (providing commercial locations for partner MSMEs within station environments), and MSME Funding.

Although KAI truly strives to implement risk mitigation, KAI's operational activities have negative impacts on the surrounding community, particularly creating level crossings of railway tracks without permission and/or without guards, which can potentially lead to accidents or traffic congestion due to vehicle movements to and from the station. Trains have their own tracks and cannot stop suddenly, so road users must give priority to trains. All road users are required to prioritize train travel when crossing level crossings. This is in accordance with Law No. 23 of 2007 concerning Railways and Law No. 22 of 2009 concerning Road Traffic and Transportation. Unlike general land transport, trains have characteristics that technically prevent them from stopping abruptly. Therefore, KAI always urges the public to be more vigilant and cautious before crossing level crossings. A level crossing is an area where a road and a railway track intersect on the same level of ground. Factors that cause trains to be unable to brake suddenly are as follows:

1. Panjang dan Berat Rangkaian Kereta Api

Semakin panjang dan berat rangkaiannya, maka jarak yang dibutuhkan kereta api untuk dapat benar-benar berhenti akan semakin panjang. Kereta penumpang KAI terdiri dari 8-12 gerbong kereta dengan bobot mencapai 600 ton, belum termasuk penumpang dan barang bawaannya. Saat sudah melaju akan dibutuhkan energi yang besar untuk membuat rangkaian kereta api berhenti.

2. Sistem Pengereman

Pengereman yang dipakai pada kereta KAI pada umumnya menggunakan sistem jenis rem udara. Cara kerjanya adalah dengan mengompresi udara dan disimpan hingga proses pengereman terjadi. Saat masinis mengaktifkan sistem pengereman, udara tadi akan didistribusikan melalui pipa kecil di sepanjang roda dan membuat friksi pada roda. Friksi ini yang akan membuat kereta berhenti.

Walaupun kereta api telah dilengkapi dengan sistem pengereman, kereta tetap tidak bisa berhenti mendadak. Jadi, meskipun masinis telah melihat ada yang menerobos palang kereta, lalu kemudian melakukan proses pengereman, maka tetap akan membutuhkan suatu jarak agar kereta benar-benar dapat berhenti. Hal inilah yang dapat menyebabkan kejadian tabrakan, apabila jarak pengereman tidak terpenuhi.

Sebaliknya, sistem pengereman pada roda dihubungkan ke piston dan susunan silinder. Mekanisme yang mengurangi tekanan udara di kereta api akan memaksa rem mengunci dengan roda. Jika tekanan dilepaskan secara tiba-tiba, maka akan menyebabkan pengereman yang tidak seragam, sehingga rem bekerja lebih dulu dari titik keluarnya udara. Pengereman yang tidak seragam dapat menyebabkan kereta atau gerbong tergelincir, terseret, bahkan terguling yang dapat membahayakan penumpang dan pekerja yang berada di dalamnya.

Berdasarkan UU Nomor 22 Tahun 2009 tentang Lalu Lintas Angkutan Jalan, tata cara melintas di perlintasan sebidang sesuai adalah berhenti di rambu tanda "STOP", menengok kiri dan kanan baik perlintasan tersebut dijaga maupun tidak, dan memperhatikan palang pintu, suara sirene, dan isyarat dari penjaga perlintasan. Bila sirene sudah berbunyi dan palang pintu kereta api mulai ditutup, maka seluruh pengguna jalan wajib untuk menunggu kereta api lewat.

1. Length and Weight of the Train

The longer and heavier the train, the greater the distance required for it to come to a complete stop. KAI passenger trains consist of 8-12 carriages with a weight of up to 600 tons, not including passengers and their baggage. Once in motion, a significant amount of energy is needed to stop the train.

2. Braking System

The braking system used on KAI trains generally employs an air brake system. It works by compressing air, which is stored until braking is required. When the train driver activates the braking system, the compressed air is distributed through small pipes along the wheels, creating friction on the wheels. This friction is what brings the train to a stop.

Although trains are equipped with braking systems, they are still unable to stop abruptly. Thus, even if the train driver sees someone bypassing the crossing barriers and initiates braking, the train will still need a certain distance to come to a complete stop. This can lead to collisions if the braking distance is not adequate.

On the other hand, the braking system involves connecting the wheels to pistons and cylinder arrangements. The mechanism that reduces air pressure in the train forces the brakes to lock with the wheels. If the pressure is suddenly released, it can cause uneven braking, with the brakes engaging before the air is fully expelled. Uneven braking can lead to the train or carriages derailing, skidding, or overturning, which poses a danger to passengers and workers inside.

According to Law No. 22 of 2009 concerning Road Traffic and Transportation, the procedure for crossing a level crossing is to stop at the "STOP" sign, look left and right regardless of whether the crossing is guarded or not, and pay attention to the crossing gates, siren sounds, and signals from the crossing guard. If the siren sounds and the railway gates start to close, all road users must wait for the train to pass.

KAI senantiasa mengimbau masyarakat pengguna jalan untuk berhenti terlebih dahulu dan menunggu hingga kereta api tersebut selesai lewat dari kedua arah meskipun kereta api sudah terlihat dan masih cukup jauh jaraknya. Masyarakat diharapkan agar berhati-hati saat akan melintasi perlintasan sebidang, disiplin mematuhi rambu-rambu, dan memastikan jalur yang akan dilalui sudah aman dengan melihat kanan dan kiri. Apabila telah yakin aman, baru melintas.

Walaupun telah melakukan berbagai upaya mitigasi, pada tahun 2024 KAI mencatat telah terjadi 337 kali kecelakaan di perlintasan sebidang dengan jumlah korban meninggal sebanyak 55 orang, luka berat sebanyak 22 orang, dan luka ringan sebanyak 52 orang.

Atas kejadian tersebut, KAI turut berduka cita dan prihatin serta menyampaikan ucapan turut berbelasungkawa kepada para keluarga korban. KAI memohon seluruh pihak sesuai dengan kewenangannya masing-masing agar lebih peduli dan memberikan perhatian untuk meningkatkan sistem keselamatan dan penertiban di perlintasan sebidang.

Sesuai Peraturan Menteri Perhubungan No 94 Tahun 2018 tentang Peningkatan Keselamatan Perlintasan Sebidang Antara Jalur Kereta Api dengan Jalan, wewenang untuk penanganan dan pengelolaan perlintasan sebidang antara jalur KA dan jalan dilakukan oleh pemilik jalannya. Pengelolaan untuk perlintasan sebidang yang berada di jalan nasional dilakukan oleh Menteri, Gubernur untuk perlintasan sebidang yang berada di jalan provinsi, dan Bupati/Wali Kota untuk perlintasan sebidang yang berada di jalan kabupaten/kota dan desa desa, serta badan hukum atau lembaga untuk Jalan khusus yang digunakan oleh badan hukum atau lembaga.

Sementara peningkatan keselamatan pada perlintasan sebidang kereta api, seperti menjadikan perlintasan tidak sebidang atau pemasangan pintu perlintasan bagi yang belum terpasang, merupakan wewenang pemerintah pusat atau daerah sesuai dengan kelas jalannya. Sampai saat ini, terdapat 3.693 perlintasan sebidang jalur kereta api yang terdiri dari 1.598 (43%) perlintasan dijaga dan 2.095 (56%) perlintasan tidak dijaga. Perlintasan sebidang tersebut tersebar di berbagai jenis jalan seperti jalan nasional, jalan provinsi, jalan kabupaten/kota dan jalan desa, serta jalan khusus yang digunakan oleh badan hukum atau lembaga.

Di samping memperhatikan penanganan dan pengelolaan perlintasan kereta api, KAI juga senantiasa mengimbau para pemilik jalan agar pemilik jalan melakukan evaluasi keselamatan atas keberadaan perlintasan sebidang di

KAI always urges road users to stop and wait even if they see a train approaching from a distance. They should wait until the train has completely passed from both directions. The public is advised to be cautious when approaching level crossings, follow traffic signs diligently, and ensure the crossing is clear by looking to the right and left. Only cross once it is confirmed to be safe.

Despite having made various mitigation efforts, KAI has recorded 337 incidents at level crossings in 2024, with 55 fatalities, 22 people seriously injured, and 52 people with minor injuries.

Due to those incidents, KAI extends its condolences, expresses concern, and regrets all the traffic accidents that have occurred, and offers its deepest sympathy to the families of the victims. KAI urges all parties, within their respective authorities, to be more attentive and take action to improve safety systems and enforcement at level crossings.

According to Minister of Transportation Regulation No. 94 of 2018 concerning Improving the Safety of Level Crossings Between Railways and Roads, the responsibility for managing and handling level crossings between railway tracks and roads lies with the road owners. The management of level crossings on national roads is handled by the Minister, while those on provincial roads are managed by the Governor, and those on district/city and village roads are managed by the Regent/Mayor. For specialized roads used by legal entities or institutions, the responsibility falls on these entities.

Meanwhile, improvements in safety at railway level crossings, such as making them grade-separated or installing crossing gates where none exist, fall under the jurisdiction of the central or regional government, depending on the road class. Currently, there are 3,693 level crossings on railway tracks, comprising 1,598 (43%) guarded crossings and 2,095 (56%) unguarded crossings. These level crossings are distributed across various types of roads, including national, provincial, district/city, village roads, and specialized roads used by legal entities or institutions.

In addition to paying attention to the handling and management of railway crossings, KAI consistently emphasizes that road owners should conduct safety evaluations of level crossings in their areas according to their class. Many level crossings pass

wilayahnya sesuai kelasnya. Keberadaan perlintasan sebidang di sebagian tempat melewati pemukiman warga dan daerah industri, sehingga rawan terjadi kecelakaan. Setiap perlintasan sebidang yang ada harus dilakukan evaluasi paling sedikit 1 (satu) tahun sekali oleh Direktur Jenderal Kementerian Perhubungan untuk jalan nasional, Gubernur untuk jalan provinsi, dan Bupati/Walikota untuk jalan kabupaten/kota dan jalan desa. Hasil evaluasi tersebut disertai rekomendasi apakah perlintasan tersebut dibuat menjadi tidak sebidang, ditutup, atau ditingkatkan keselamatannya dengan memasang rambu-rambu, portal, palang pintu, isyarat lampu, penerangan, tulisan, suara, dan penjaga perlintasan sebidang.

KAI juga melakukan mitigasi risiko timbulnya perlintasan sebidang liar atau tidak resmi di jalur kereta api melalui pengecekan rutin dan menyeluruh di sepanjang lintasan. Ketika petugas kami menemukan adanya perlintasan liar atau tidak resmi, KAI berkoordinasi dengan pemilik jalan setempat untuk melakukan penutupan perlintasan sekaligus melakukan sosialisasi keselamatan perjalanan kereta api. Pada kurun waktu beberapa tahun terakhir sejak 2019 sampai 2024, KAI melakukan penutupan perlintasan sebidang sebanyak 1.369 perlintasan dengan pelaksanaan yang tersebar di setiap wilayah Daerah Operasi (Daop) dan Divisi Regional (Divre).

Untuk meningkatkan edukasi dan informasi kepada para pemilik jalan, KAI juga telah melakukan sosialisasi terkait keselamatan di perlintasan sebidang secara rutin setiap tahunnya. Pada tahun 2023 sampai 2024, sebanyak 2.176 kali sosialisasi telah dilakukan yang bekerja sama dengan komunitas, Dinas Perhubungan, Jasa Marga, Direktorat Jenderal Perkeretaapian, serta Kepolisian. **[GRI 413-2]**

Identifikasi dan Strategi dalam Memenuhi Hak Masyarakat Adat atau Masyarakat Setempat **[GRI 411-1, 413-2]**

Masyarakat lokal merupakan pemangku kepentingan yang memiliki dampak signifikan bagi Perseroan. Sebagai upaya membina hubungan yang harmonis dengan masyarakat, adat, KAI berkomitmen kuat melakukan pemenuhan hak-hak masyarakat setempat di sekitar area operasional. Secara khusus, pemenuhan hak-hak masyarakat sekitar juga mencakup pemenuhan terhadap hak-hak masyarakat adat, sebagai wujud pengakuan KAI terhadap keberadaan tradisi dan warisan budaya dari berbagai komunitas etnis yang ada di sekitar wilayah operasional kami.

Per 31 Desember 2024, kegiatan operasional KAI tidak memiliki persinggungan secara langsung dengan praktik adat ataupun warisan budaya masyarakat adat tertentu. **[GRI 411-1]**

through residential areas and industrial zones, making them prone to accidents. Each level crossing must be evaluated at least once a year by the Director General of the Ministry of Transportation for national roads, the Governor for provincial roads, and the Regent/Mayor for district/city and village roads. The evaluation results should include recommendations on whether the crossing should be grade-separated, closed, or improved with safety measures such as signage, gates, barriers, traffic lights, lighting, markings, audio signals, and crossing guards.

KAI also contributes to mitigating the risk of unauthorized or informal level crossings on railway tracks. Our personnel routinely conduct thorough inspections along the tracks. When an informal or unauthorized crossing is found, KAI coordinates with local road owners to close the crossing and conduct safety awareness campaigns about railway travel. Over the past few years, from 2019 to 2023, KAI has closed 1,369 level crossings, with implementation spread across various Operational Areas (Daop) and Regional Divisions (Divre).

To improve education and information for road owners, KAI has also conducted safety dissemination related to level crossings regularly every year. From 2023 to 2024, a total of 2,176 dissemination events were carried out in collaboration with communities, the Department of Transportation, Jasa Marga, the Directorate General of Railways, and the Police. **[GRI 413-2]**

Identification and Strategy in Fulfilling the Rights of Indigenous Peoples or Local Communities **[GRI 411-1, 413-2]**

Local communities are stakeholders that can significantly impact the Company. As an effort to build harmonious relations with society and customs, KAI is committed to fulfilling the rights of local communities around its operational areas. Specifically, fulfilling the rights of surrounding communities also includes respecting the rights of indigenous peoples, as a form of KAI's acknowledgment of the traditions and cultural heritage of various ethnic communities around our operational areas.

As of December 31, 2024, all of KAI's operations did not directly intersect with the customs or cultural heritage practices of any specific indigenous community. **[GRI 411-1]**

Pengaduan Masyarakat [OJK F.24] [GRI 2-25, 2-26, 413-1]

Sebagai upaya untuk meningkatkan kualitas layanan kepada publik, KAI sangat terbuka terhadap saran, kritik, maupun pengaduan masyarakat lainnya. KAI memiliki sarana yang terbuka dan dapat dimanfaatkan dengan mudah oleh pemangku kepentingan untuk melaporkan atau menyampaikan pengaduan atas temuan yang bertentangan dengan etika, integritas, dan norma masyarakat; pengaduan atas dugaan pelanggaran peraturan atau pencemaran lingkungan hidup; hingga pengaduan-pengaduan lainnya.

Saran, kritik, dan pengaduan masyarakat tersebut dapat disampaikan melalui *Whistleblowing System* (WBS) KAI, di samping mekanisme lain seperti mekanisme pengaduan gratifikasi dan pelanggaran kode etik. Pengungkapan mengenai mekanisme WBS, kebijakan gratifikasi, penegakan kode etik, serta seluruh pelanggaran yang masuk dan telah ditindaklanjuti untuk tahun 2024, telah diuraikan pada bab Tata Kelola Perusahaan.

Di samping memiliki WBS, KAI juga mempunyai saluran pengaduan yang dapat digunakan masyarakat, yang mencakup jasa KAI berupa layanan *offline/onsite* di antaranya *Customer Service on Station* dan *Booth* Penjualan Tiket di Stasiun. Untuk layanan *online*, KAI memiliki layanan formal, antara lain alamat surat elektronik, telepon, dan pesan teks serta layanan melalui akun-akun resmi KAI pada media sosial, antara lain Instagram, Facebook, Twitter, hingga TikTok.

Hingga 31 Desember 2024 KAI menerima 179.071 pengaduan masyarakat. Dari seluruh pengaduan tersebut, kami telah menindaklanjuti pengaduan tersebut dengan tingkat penyelesaian mencapai 100%. Perincian mengenai hal tersebut dapat dilihat pada tabel di bawah ini:

Tabel Jumlah Pengaduan yang Diterima Berdasarkan Media Pelaporan

Media Pelaporan / Reporting Media	Jumlah Keluhan yang Diterima / Number of Complaints Received	Status
<i>Customer Care Customer Service on Station</i>	36	<i>Closed</i>
<i>Customer Care Direct (121)</i>	75	<i>Closed</i>
<i>Customer Care Email (121)</i>	58.835	<i>Closed</i>
<i>Customer Care Outbound (121)</i>	29.990	<i>Closed</i>
<i>Customer Care Inbound Phone (121 DRC Bandung)</i>	17	<i>Closed</i>
<i>Customer Care Inbound Phone (121 Jakarta)</i>	882	<i>Closed</i>
<i>Customer Care Social Media (Facebook KAI121)</i>	4.551	<i>Closed</i>

Community/Public Complaints [OJK F.24] [GRI 2-25, 2-26, 413-1]

As an effort to improve service quality to the public, KAI is very open to suggestions, criticism, and other complaints from the public. KAI provides open and easily accessible facilities to be utilized by stakeholders in reporting or filing complaints regarding findings that contradict ethics, integrity, and societal norms; complaints about suspected regulatory violations or environmental pollution; and other grievances.

Community suggestions, criticism, and other complaints can be submitted through KAI's Whistleblowing System (WBS), in addition to other mechanisms such as the gratuity complaint mechanism and code of conduct violation reporting. Disclosure regarding the WBS mechanism, gratuity policy, code of ethics enforcement, and all reported violations that were addressed in 2024 are presented in the Corporate Governance chapter.

In addition to having WBS, KAI has complaint channels for the public, including KAI service consumers, through offline/ onsite services such as Customer Service on Stations and Ticket Sales Booths at Stations. For online services, KAI offers formal channels such as email, telephone, and text messages, as well as services through KAI's official social media accounts, including Instagram, Facebook, Twitter, and TikTok.

As of December 31, 2024, KAI received 179,071 community complaints. Of all these complaints, we have followed up on them with a resolution rate of 100%. Details regarding this can be seen in the table below:

Table of Complaints Received by Reporting Media

Media Pelaporan / Reporting Media	Jumlah Keluhan yang Diterima / Number of Complaints Received	Status
<i>Customer Care Customer Service on Station</i>	36	<i>Closed</i>
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<i>Customer Care Inbound Phone (121 Jakarta)</i>	882	<i>Closed</i>
<i>Customer Care Social Media (Facebook KAI121)</i>	4.551	<i>Closed</i>

Media Pelaporan / Reporting Media	Jumlah Keluhan yang Diterima / Number of Complaints Received	Status
Customer Care Social Media (Instagram KAI121)	27.582	Closed
Customer Care Social Media (Twitter KAI121)	31.719	Closed
Customer Care Social Media (TikTok KAI121)	69	Closed
Customer Care Web Lapar	17	Closed
Customer Care Whatsapp Center (KAI121)	25.298	Closed
Jumlah	17.9071	Closed

*) Open Case adalah pengaduan yang belum diselesaikan / Open Case is complaint that have not been resolved

*) Closed Case adalah pengaduan yang sudah diselesaikan / Closed Case is a complaint that have been resolved

Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25]

Sebagai wujud komitmen dalam mendukung pencapaian pembangunan berkelanjutan, KAI melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan menyalurkan manfaat ekonomi, sosial, lingkungan, serta menerapkan pemenuhan pada aspek hukum dan tata kelola. Hal tersebut dilaksanakan berdasarkan prinsip pengelolaan yang terintegrasi, terarah, terukur dampaknya, serta bertanggung jawab, sebagai bagian yang tidak terpisahkan dari pendekatan bisnis Perseroan.

Pelaksanaan program TJSL KAI berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan di Indonesia serta berpedoman pada ISO 26000, sebagai upaya menjaga pelaksanaan program tetap terukur, berdampak, dan berkelanjutan.

Sebagai entitas BUMN, KAI melaksanakan program TJSL sesuai ketentuan di dalam Peraturan Menteri BUMN Nomor PER-6/MBU/09/2022 Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Sesuai ketentuan tersebut, program TJSL KAI diarahkan untuk memenuhi tujuan-tujuan sebagai berikut:

- Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan.
- Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel.
- Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

Social and Environmental Responsibility (CSER) [OJK F.25]

As a form of commitment to supporting sustainable development, KAI implements the Social and Environmental Responsibility (CSER) program by delivering economic, social, and environmental benefits, as well as adhering to legal and governance aspects. This is carried out based on integrated, targeted, measurable, and responsible management principles, forming an inseparable part of the Company's business approach.

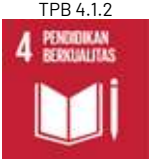
The implementation of KAI's CSER program is oriented toward achieving the Sustainable Development Goals (SDGs) in Indonesia and is guided by ISO 26000, as an effort to ensure that the program remains measurable, impactful, and sustainable.

As a State-Owned Enterprise (SOE) entity, KAI implements the CSER program following the provisions in the Minister of State-Owned Enterprises Regulation Number PER-6/MBU/09/2022, amending the Minister of State-Owned Enterprises Regulation Number PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program for State-Owned Enterprises. According to these provisions, KAI's CSER program is directed toward achieving the following objectives:

- Provide benefits for economic, social, environmental, legal, and governance development for the company.
- Contribute to creating added value for the company with integrated, targeted, measurable, and accountable principles.
- Foster micro and small enterprises to become more resilient and independent, as well as support the communities around the company.

Pada tahun 2024, KAI telah menjalankan kegiatan-kegiatan TJSL dalam rangka mendukung Tujuan Pembangunan Berkelanjutan (TPB) di Indonesia sebagai berikut:

In 2024, KAI has carried out CSER activities to support the Sustainable Development Goals (SDGs) in Indonesia as follows:

Jenis Kegiatan TJSL / TJSL Activity	Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs)	Penjelasan / Description	Capaian / Achievements
KAI Quick Respon	TPB 1.4.2 	Program cepat tanggap bencana dan revitalisasi pasca bencana / Disaster response and post-disaster revitalization programs	4 titik lokasi bencana alam / 4 points of natural disaster locations
KAI DungMas	TPB 1.4.2 	Program sosial kemasyarakatan / Community social program	109 kegiatan social mencakup seluruh wilayah operasi Perusahaan / 109 social activities cover all areas of the Company's operations
KAI Sehat Sejahtera	TPB 3.8.2 	Program peningkatan, kesehatan dan penguatan layanan kesehatan / Health improvement and health service strengthening assistance programs	8 titik lokasi bantuan kesehatan berupa rail clinic, posyandu dan peduli stunting / 8 health assistance locations in the form of rail clinics, integrated health posts, and stunting care
KAI Edufriend	TPB 4.1.2 	Program peningkatan pendidikan berupa beasiswa, pelatihan-pelatihan dan perbaikan sarana dan prasarana sekolah / Educational improvement assistance programs in the form of scholarships, training and improvements to school facilities and infrastructure	- KAI EduFriend (Beasiswa) sebanyak 177 siswa / KAI EduFriend (Scholarship) for 177 students - KAI EduFriend (Pelatihan) sebanyak 79 orang / KAI EduFriend (Training) for 79 people - KAI EduFriend (Sarana Prasarana) sebanyak 53 sekolah / KAI EduFriend (Infrastructure) for 53 schools
KAI Pling	TPB 11.1.1 	Program pembangunan fasilitas lingkungan umum / Public environmental facilities development assistance program	53 titik lokasi pembangunan/perbaikan sarana dan prasarana umum / 53 points of location for construction/repair of public facilities and infrastructure
KAI Sar-i	TPB 11.6.2 	Program bantuan sarana ibadah / Worship facility assistance program	65 titik lokasi pembangunan/rehabilitasi rumah ibadah serta sarana untuk prasarana beribadah / 65 locations for the construction/rehabilitation of places of worship and facilities for worship infrastructure
KAI Go Green	TPB 15.2.1 	Program pelestarian lingkungan ekosistem daratan / Land ecosystem environmental conservation program	24 titik lokasi pelestarian alam mencakup gerakan penanaman pohon, sanitasi air bersih, pengelolaan dan sarana prasarana pengangkut sampah / 24 nature conservation locations include tree planting movements, clean water sanitation, waste management, and infrastructure for transporting waste
MiKA Hasanah	TPB 8.5.1 	Program untuk penguatan profile usaha dengan upgrading kompetensi baik dasar ataupun lanjut / Program to strengthen business profile by upgrading basic and advanced competencies	Melalui program ini, PT KAI memberikan fasilitasi sertifikasi Hak Kekayaan Intelektual (HKI) dan sertifikasi halal bagi UMK mitra binaan, sebagai bentuk dukungan terhadap legalitas, daya saing, dan keberlanjutan usaha para pelaku UMK di lingkungan Perusahaan / Through this program, PT KAI facilitated Intellectual Property Rights (IPR) certification and halal certification for fostered MSME partners, as a form of support for the legality, competitiveness, and sustainability of MSME operators in the Company's environment

Jenis Kegiatan TJSL / TJSL Activity	Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs)	Penjelasan / Description	Capaian / Achievements
MiKA Go Global	TPB 8.5.1	Program yang mengikutsertakan mitra binaan dalam pameran yang diselenggarakan oleh pihak eksternal dalam negeri maupun luar negeri untuk memperkenalkan produk mitra binaan kepada khalayak yang lebih luas / A program that involves fostered partners in exhibitions held by external parties both domestically and internationally to introduce their products to a wider audience	Melalui program ini, PT KAI mengikutsertakan UMK Mitra Binaan dalam berbagai kegiatan promosi dan pengembangan usaha, antara lain: Pameran The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024, Yatimpreneur 2024, Bazaar Ramadhan di Stasiun Malang Kota Baru, Pameran Adiwastra Nusantara 2024, KAI Goes to Campus, Bazar UMKM "Jelajah Kuliner Nusantara", dan Modest Fashion Trade Show. Keikutsertaan ini bertujuan untuk memberikan kesempatan bagi UMK Mitra Binaan dalam memperkenalkan produk mereka, memperluas jaringan pasar, serta meningkatkan daya saing di berbagai sektor industri / Through this program, PT KAI involves Fostered MSME Partners in various promotional and business development activities, including: The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024 Exhibition, Yatimpreneur 2024, Ramadhan Bazaar at Malang Kota Baru Station, Adiwastra Nusantara Exhibition 2024, KAI Goes to Campus, MSME Bazaar "Jelajah Kuliner Nusantara" (Indonesian Culinary Tour), and Modest Fashion Trade Show. This participation aims to provide opportunities for Fostered MSME Partners to introduce their products, expand market networks, and increase competitiveness in various industrial sectors
MiKA Next Class	TPB 8.5.1	Program pelatihan yang diberikan dalam meningkatkan pengembangan UMK / Training programs provided to improve MSME development	Melalui program ini, PT KAI mengikutsertakan UMK Mitra Binaan dalam berbagai pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan, antara lain: Pelatihan 'UMK Mitra Binaan Siap Go Digital' untuk membangun bisnis berkelanjutan dengan memanfaatkan teknologi digital, Pelatihan 'Motivasi & Growth Mindset' bagi UMKM untuk mengembangkan pola pikir yang mendukung kesuksesan sebagai seorang entrepreneur, Pelatihan untuk pegiat UMKM di wilayah Ambarawa, yang bertujuan untuk memberikan keterampilan praktis dan pengetahuan dalam mengelola usaha mereka secara lebih efisien dan produktif. Program ini dirancang untuk memperkuat kapasitas UMK Mitra Binaan dalam menghadapi tantangan pasar dan mendukung pertumbuhan bisnis yang lebih baik. / PT KAI involves Fostered MSME Partners in various training through this program, which is aimed at improving capacity and skills, including: the 'Fostered MSME Partners Ready to Go Digital' Training to build sustainable businesses by utilizing digital technology, the 'Motivation & Growth Mindset' Training for MSMEs to develop a mindset that supports success as an entrepreneur, Training for MSME activists in the Ambarawa area, aimed at providing practical skills and knowledge in managing their businesses more efficiently and productively. This program is designed to strengthen the capacity of Fostered MSME Partners in facing market challenges and supporting better business growth.
MiKA Creative Space	TPB 8.8.1	Program untuk mengkolaborasi para UMK dengan mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang di masa akan datang / A program to collaborate with MSMEs by directing their respective business specializations to be more focused and develop in the future	Melalui program ini, PT KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai kegiatan pengembangan usaha, antara lain: Partisipasi dalam Karya Nyata Festival, dengan memberikan kesempatan bagi mereka untuk menunjukkan produk unggulannya kepada publik, peningkatan fasilitas digital dengan melakukan upgrade toko Tenant Teras UMK Stasiun Bandung pada aplikasi iSeller, guna mendukung kemajuan dan kemudahan akses bagi pelanggan dalam membeli produk secara daring. Program ini bertujuan untuk memperluas jangkauan pasar dan meningkatkan visibilitas produk UMK Mitra Binaan melalui berbagai platform, baik fisik maupun digital. / Through this program, PT KAI supports the participation of Fostered MSME Partners in various business development activities, including: Participation in the Karya Nyata Festival, by providing them with the opportunity to show their superior products to the public, improving digital facilities by upgrading the MSME Bandung Station Tenant Teras store on the iSeller application, to support progress and ease of access for customers in purchasing products online. This program aims to expand market reach and increase the visibility of Fostered MSME Partners' products through various physical and digital platforms.
MiKA Exhibition	TPB 8.8.1	Program untuk memberikan ruang kepada UMK mitra binaan untuk memerkan produk pada suatu event sesuai dengan tema tertentu untuk bisa memberikan ruang pembelajaran langsung maupun tidak langsung agar UMK mitra binaan dapat berkembang dan maju / A program to provide space for Fostered MSME Partners to exhibit products at an event according to a certain theme to be able to provide direct and indirect learning space, thus allowing Fostered MSME Partners to develop and advance	Melalui program ini, PT KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai acara dan festival penting, antara lain: Karya Nyata Festival Tahun 2024 Vol. 10 di Jawa Timur, yang memberikan kesempatan kepada UMK untuk memamerkan produk dan karya unggulan mereka, KAI TJSL Fest Tahun 2024, sebuah acara yang bertujuan untuk memperkenalkan dan mempromosikan produk UMK Mitra Binaan, sekaligus memperluas jaringan mereka dalam komunitas bisnis yang lebih luas / Through this program, PT KAI supports the participation of Fostered MSME Partners in various important events and festivals, including: Karya Nyata Festival 2024 Vol. 10 in East Java, which provides an opportunity for MSMEs to showcase their superior products and works, KAI CSER Fest 2024, an event that aims to introduce and promote Fostered MSME Partners' products, while expanding their networks in the wider business community
Mendukung Sosialisasi Keselamatan PERKA / Supporting the Dissemination of Security and Safety Regulations (PERKA)	TPB 3.6.1	Program sosialisasi di sekitaran pintu perlintasan sebidang sepanjang jalur KA untuk mendukung keamanan dan kelancaran perjalanan KA / Dissemination program around level crossings along the railway line to support the safety and smooth running of train travel	Melalui program ini melaksanakan sosialisasi Peraturan Keamanan dan Keselamatan (PERKA) di lingkungan wilayah operasional Perusahaan, yang dilakukan secara kolaboratif bersama unit Pengamanan (PAM) dan komunitas Railfans, guna meningkatkan kesadaran serta partisipasi publik dalam menjaga keselamatan dan ketertiban di area perkeretaapian. / Through this program, the dissemination of the Security and Safety Regulations (PERKA) is carried out within the Company's operational areas, carried out collaboratively with the Security Unit (PAM) and the Railfans community, to increase public awareness and participation in maintaining safety and order in the railway area.

Jenis Kegiatan TJSL / TJSL Activity	Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs)	Penjelasan / Description	Capaian / Achievements
Program Pendanaan UMK (PUMK) / MSME Funding (PUMK) Program	TPB 8.3.2 	Program Pembiayaan Program Pendanaan UMK (PUMK) atau Pembiayaan Syariah / Financing Program of MSME Funding (PUMK) Program or Sharia Financing	Program ini tidak hanya membantu meningkatkan kapasitas usaha dan kemandirian ekonomi, tetapi juga mendorong pertumbuhan wirausaha baru, khususnya di daerah yang kurang terjangkau layanan perbankan. Melalui pendekatan konvensional maupun syariah, program ini turut memperkuat literasi keuangan, menciptakan usaha yang berdaya saing, serta meningkatkan kualitas pengelolaan usaha melalui pendampingan berkelanjutan. Secara keseluruhan, PUMK berperan penting dalam mendorong pertumbuhan ekonomi inklusif dan berkelanjutan. / This program not only helps to increase business capacity and economic independence, but it also encourages the growth of new entrepreneurs, especially in areas with less access to banking services. Through conventional and sharia approaches, this program helps strengthen financial literacy, create competitive businesses, and improve the business management quality through ongoing mentoring. Overall, PUMK plays an important role in encouraging inclusive and sustainable economic growth.
Dukungan Kegiatan Anti Pelecehan di atas KA / Support for Anti-Harassment Activities on Trains	TPB 5 	Program kampanye untuk mendorong upaya penghapusan kekerasan/ pelecehan seksual terhadap perempuan dan Anak- anak di atas KA / Campaign program to encourage efforts to eliminate violence/ sexual harassment against women and children on trains	KAI menetapkan pentingnya sosialisasi ini dan harus menjadi perhatian utama, untuk menghentikan segala bentuk kekerasan pada wanita dan juga agar wanita berani melaporkan segala bentuk pelecehan seksual yang terjadi di KA. Bentuk kampanye melalui iklan di televisi stasiun dan KA, announcer/pengumuman resmi, serta pembagian flyer/brosur dan pemasangan banner / KAI determines the importance of this dissemination and must be a primary concern, to stop all forms of violence against women as well as for women to dare to report all forms of sexual harassment that occur on the train. The form of the campaign is through advertisements on television stations and trains, announcers/official announcements, as well as distribution of flyers/brochures and installation of banners
Bersih-bersih Lingkungan / Cleaning the Environment	TPB 11 	Program untuk menciptakan suasana Bersih Lingkungan dan Kenyamanan Beribadah di tempat Ibadah di Masjid/ Musholla sekitar jalur kereta dan Penataan lingkungan disekitar jalur kereta / A program to create a clean environment and comfortable worship atmosphere in places of worship in mosques/prayer rooms around the railway line and environmental planning around the railway line	Pemberian Bantuan Sarana & Pembersihan tempat Ibadah di Masjid/Musholla sekitar jalur kereta dan Penataan lingkungan disekitar jalur kereta / Provision of assistance for facilities and cleaning of places of worship in mosques/prayer rooms around the railway line and environmental planning around the railway line
Branding Desa Binaan / Branding of Fostered Villages	TPB 11 	Program pengembangan desa wisata di sekitar Daop/ Divre PT KAI (Persero) / Tourism village development program around the Operational Area/Regional Division of PT KAI (Persero)	Memberikan bantuan berupa dana atau barang untuk mengembangkan desa wisata yang bertujuan untuk meningkatkan pertumbuhan ekonomi, kesejahteraan rakyat, menghapus kemiskinan, mengatasi pengangguran, melestarikan alam, lingkungan dan sumber daya, serta memajukan kebudayaan khususnya desa tertinggal dan terpencil / Provision of assistance in the form of funds or goods to develop tourist villages with the aim of increasing economic growth, people's welfare, eradicating poverty, overcoming unemployment, preserving nature, the environment and resources, and advancing culture, especially in underdeveloped and remote villages.

Program TJSL KAI pada pilar ekonomi, secara khusus berfokus untuk berkontribusi membangun kesejahteraan masyarakat. KAI memberikan pendanaan untuk meningkatkan kemampuan para pelaku usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri. Pemberian bantuan pinjaman modal usaha kepada UMK dilakukan melalui Bank BRI sesuai surat Kementerian BUMN Nomor: S-721/MBU/11/2022 tanggal 10 November 2022 tentang “Kerjasama Program pendanaan Usaha Mikro dan Usaha Kecil (“Kerja Sama Program PUMK”). Penyaluran dana PUMK yang disalurkan melalui Bank BRI terdiri dari wilayah Bandung, Malang, Medan, Padang, Purwokerto dan Yogyakarta, dan secara bertahap akan terus memperluas cakupan wilayah penyaluran ke sejumlah wilayah Indonesia lainnya.

The KAI CSER program in the economic pillar specifically focuses on contributing to building community welfare. KAI provides funding to enhance the capabilities of micro and small business operators to become resilient and self-reliant. This includes providing business capital loans to UMK through Bank BRI, as outlined in the Ministry of SOEs Letter Number: S-721/MBU/11/2022 dated November 10, 2022, regarding the “Micro and Small Business Funding Program Cooperation”. The PUMK funds distributed through Bank BRI cover regions such as Bandung, Malang, Medan, Padang, Purwokerto, and Yogyakarta, with plans to gradually expand to other areas in Indonesia.

Program prioritas di bidang Pengembangan UMK PT KAI (Persero) Tahun 2024 terealisasi 4 (empat) program diantaranya, yaitu MiKA Hasanah dengan realisasi *output* sebanyak 22 UMK, MiKA Go Global dengan realisasi *output* sebanyak 31 UMK, MiKA Next Class dengan realisasi *output* sebanyak 136 UMK, Teras UMK dengan realisasi *output* sebanyak 20 UMK, dan Pameran MiKA dengan realisasi *output* sebanyak 21 UMK. Pada tahun 2024 KAI menyalurkan pendanaan modal usaha kepada Bank BRI sebesar Rp3.500.000.000,- yang telah tersalurkan kepada seluruh binaan UMK, Perseroan.

Di samping itu, KAI juga memiliki program-program pembinaan lainnya, antara lain:

1. MiKA Hasanah

Program untuk penguatan profile usaha dengan upgrading kompetensi baik dasar ataupun lanjut. Pada tahun 2024, KAI telah memfasilitasi sertifikasi Hak Kekayaan Intelektual (HKI) dan sertifikasi halal bagi UMK mitra binaan, sebagai bentuk dukungan terhadap legalitas, daya saing dan keberlanjutan usaha para UMK mitra binaan.

2. MiKA Go Global

Program yang mengikutsertakan mitra binaan dalam pameran yang diselenggarakan oleh pihak eksternal dalam negeri maupun luar negeri untuk memperkenalkan produk mitra binaan kepada khalayak yang lebih luas. Melalui program ini pada tahun 2024 KAI telah mengikutsertakan UMK mitra binaan dalam berbagai kegiatan promosi dan pengembangan usaha, antara lain pameran The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024, Yatimpreneur 2024, Bazaar Ramadhan di Stasiun Malang Kota Baru, Pameran Adiwastra Nusantara 2024, KAI Goes to Campus, Bazar UMKM "Jelajah Kuliner Nusantara", dan Modest Fashion Trade Show di Turkiye. Keikutsertaan ini bertujuan untuk memberikan kesempatan bagi UMK Mitra Binaan dalam memperkenalkan produk mereka, memperluas jaringan pasar, serta meningkatkan daya saing di berbagai sektor industri.

3. MiKA Next Class

Program pelatihan yang diberikan dalam meningkatkan Pengembangan UMK. Pada tahun 2024, KAI mengikutsertakan UMK Mitra Binaan dalam berbagai pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan, antara lain pelatihan 'UMK Mitra Binaan Siap Go Digital' untuk membangun bisnis berkelanjutan dengan memanfaatkan teknologi digital,

Priority programs in the field of MSME Development of PT KAI (Persero) in 2024 were realized 4 (four) programs, namely MiKA Hasanah with an output realization of 22 MSMEs, MiKA Go Global with an output realization of 31 MSMEs, MiKA Next Class with an output realization of 136 MSMEs, Teras UMK with an output realization of 20 MSMEs, and MiKA Exhibition with an output realization of 21 MSMEs. In 2024, KAI distributed business capital funding to Bank BRI amounting to Rp3,500,000,000 which has been distributed to all of the Company's fostered MSMEs.

Additionally, KAI implements various mentoring programs, such as:

1. MiKA Hasanah

This program is aimed at strengthening business profile by upgrading basic and advanced competencies. In 2024, KAI facilitated Intellectual Property Rights (IPR) certification and halal certification for fostered MSME partners, as a form of support for the legality, competitiveness, and sustainability of the fostered MSME partners.

2. MiKA Go Global

A program that involves fostered partners in exhibitions held by external parties both domestically and internationally to introduce their products to a wider audience. Through this program, PT KAI involves Fostered MSME Partners in various promotional and business development activities, including The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024 exhibition, Yatimpreneur 2024, Ramadhan Bazaar at Malang Kota Baru Station, Adiwastra Nusantara Exhibition 2024, KAI Goes to Campus, MSME Bazaar "Jelajah Kuliner Nusantara" (Indonesian Culinary Tour), and Modest Fashion Trade Show in Turkey. This participation aims to provide opportunities for Fostered MSME Partners to introduce their products, expand market networks, and increase competitiveness in various industrial sectors.

3. MiKA Next Class

Training programs provided to improve MSME Development. In 2024, KAI involved Fostered MSME Partners in various training through this program, which is aimed at improving capacity and skills, including the 'Fostered MSME Partners Ready to Go Digital' Training to build sustainable businesses by utilizing digital technology, the 'Motivation & Growth Mindset' Training

pelatihan 'Motivasi & Growth Mindset' bagi UMKM untuk mengembangkan pola pikir yang mendukung kesuksesan sebagai seorang entrepreneur, pelatihan untuk pegiat UMKM di wilayah Ambarawa, yang bertujuan untuk memberikan keterampilan praktis dan pengetahuan dalam mengelola usaha mereka secara lebih efisien dan produktif.

Program ini dirancang untuk memperkuat kapasitas UMK Mitra Binaan dalam menghadapi tantangan pasar dan mendukung pertumbuhan bisnis yang lebih baik.

4. MiKA Creative Space

Program untuk mengkolaborasi para UMK dengan mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang di masa akan datang. Melalui program ini pada tahun 2024, KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai kegiatan pengembangan usaha, antara lain: Partisipasi dalam Karya Nyata Festival, dengan memberikan kesempatan bagi mereka untuk menunjukkan produk unggulannya kepada publik, Peningkatan fasilitas digital dengan melakukan upgrade toko Tenant Teras UMK Stasiun Bandung pada aplikasi iSeller, guna mendukung kemajuan dan kemudahan akses bagi pelanggan dalam membeli produk secara daring. Program ini bertujuan untuk memperluas jangkauan pasar dan meningkatkan visibilitas produk UMK Mitra Binaan melalui berbagai platform, baik fisik maupun digital.

5. MiKA Exhibition

Program untuk memberikan ruang kepada UMK mitra binaan untuk memamerkan produk pada suatu event sesuai dengan tema tertentu untuk bisa memberikan ruang pembelajaran langsung maupun tidak langsung agar UMK mitra binaan dapat berkembang dan maju. Melalui program ini pada tahun 2024, KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai acara dan festival penting, antara lain: Karya Nyata Festival Tahun 2024 Vol. 10 di Jawa Timur, yang memberikan kesempatan kepada UMK untuk memamerkan produk dan karya unggulan mereka, KAI TJSL Fest Tahun 2024, sebuah acara yang bertujuan untuk memperkenalkan dan mempromosikan produk UMK Mitra Binaan, sekaligus memperluas jaringan mereka dalam komunitas bisnis yang lebih luas.

for MSMEs to develop a mindset that supports success as an entrepreneur, Training for MSME activists in the Ambarawa area, aimed at providing practical skills and knowledge in managing their businesses more efficiently and productively.

This program is designed to strengthen the capacity of Fostered MSME Partners in facing market challenges and supporting better business growth.

4. MiKA Creative Space

A program to collaborate with MSMEs by directing their respective business specializations to be more focused and develop in the future. Through this program, PT KAI supports the participation of Fostered MSME Partners in various business development activities, including: Participation in the Karya Nyata Festival, by providing them with the opportunity to show their superior products to the public, improving digital facilities by upgrading the MSME Bandung Station Tenant Teras store on the iSeller application, to support progress and ease of access for customers in purchasing products online. This program aims to expand market reach and increase the visibility of Fostered MSME Partners' products through various physical and digital platforms.

5. MiKA Exhibition

A program to provide space for Fostered MSME Partners to exhibit products at an event according to a certain theme to be able to provide direct and indirect learning space, thus allowing Fostered MSME Partners to develop and advance. Through this program, PT KAI supports the participation of Fostered MSME Partners in various important events and festivals, including: Karya Nyata Festival 2024 Vol. 10 in East Java, which provides an opportunity for MSMEs to showcase their superior products and works, KAI CSER Fest 2024, an event that aims to introduce and promote Fostered MSME Partners' products, while expanding their networks in the wider business community.

Program TJSL lainnya yang dijalankan oleh Perseroan, antara lain:

1. Program Rail Clinic

Program ini untuk memberikan layanan kesehatan kepada masyarakat yang kurang beruntung, khususnya di daerah yang kurang terjangkau. Layanan kesehatan dilakukan di atas kereta api yang dilengkapi dengan fasilitas kesehatan tingkat pertama, termasuk pemeriksaan medis dan konsultasi.

2. Program Rail Library

Program ini dijalankan untuk memberikan layanan edukasi kepada masyarakat yang kurang mampu, terutama di daerah yang kurang terjangkau. Kereta api disulap menjadi perpustakaan yang dilengkapi buku-buku untuk berbagai usia dan fasilitas e-library yang dapat dinikmati oleh masyarakat.

Pada tahun 2024 Program Rail Clinic dan Program Rail Library telah melakukan kunjungan sebanyak 7.076 di 17 lokasi pelaksanaan kegiatan bakti sosial.

3. Program Rail Kids Daycare

Program diresmikan bertepatan dengan HUT KAI ke-79. Program ini bertujuan untuk memberikan layanan penitipan anak untuk pekerja KAI demi menciptakan lingkungan kerja yang sehat dan mengoptimalkan produktivitas pekerja. Rail Kids Daycare berlokasi di lantai dasar KAI Fetaria.

Program yang Diukur dengan Metode Social Return on Investment (SROI)

KAI menjalankan tanggung jawab sosial untuk memberikan nilai tambah bagi Perseroan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel melalui penilaian *Return On Investment* (ROI). ROI mengukur dan menggali seberapa besar nilai sosial, lingkungan dan ekonomi yang tercipta dari implementasi program dengan membandingkan *net present value of benefits* (total outcome dari aspek ekonomi, sosial, dan lingkungan) dengan *net present value of investment* (keseluruhan input baik dana, barang, dan waktu). Perseroan dapat memperkirakan nilai investasi yang dikeluarkan untuk setiap program yang ditetapkan (*initial investment amount*) dan nilai manfaat atas investasi yang diterima oleh penerima manfaat (*impact value*). Berikut program TJSL yang dijalankan Perseroan yang diukur dengan metode *Social Return on Investment* (SROI)

Other CSER programs run by the Company include:

1. Rail Clinic Program

This program is to provide health services to disadvantaged communities, especially in underserved areas. Health services are carried out on trains equipped with first-level health facilities, including medical examinations and consultations.

2. Rail Library Program

This program is run to provide educational services to disadvantaged communities, especially in underserved areas. Trains are transformed into libraries equipped with books for various ages and e-library facilities that can be enjoyed by the community.

In 2024, the Rail Clinic Program and Rail Library Program made 7,076 visits to 17 locations for social service activities.

3. Rail Kids Daycare Program

The program was inaugurated to coincide with KAI's 79th Anniversary. This program aims to provide childcare services for KAI employees in order to create a healthy work environment and optimize employee productivity. Rail Kids Daycare is located on the ground floor of KAI Fetaria.

Programs Measured by the Social Return on Investment (SROI) Method

KAI carries out its goal of contributing to value creation for the company through principles that are integrated, targeted, and measurable in their impact, as well as accountable through the assessment of return on investment (ROI). ROI measures and explores the extent of social, environmental, and economic value created from program implementation by comparing the net present value of benefits (the total outcome from economic, social, and environmental aspects) with the net present value of investment (all inputs including funds, goods, and time). The company can estimate the investment value expended for each established program (initial investment amount) and the benefit value received by the beneficiaries (impact value). The following are the CSER programs run by the Company which are measured using the Social Return on Investment (SROI) method:

No.	Program	Alokasi Dana / Fund Allocation (Rp)	Input	Output	Jenis Program / Program Type
1	Pembinaan MiKA (Skor SROI 2,4) / MiKA Guidance (SROI Score 2.4)	297.465.098	- Bantuan Pelatihan UMK Mitra Binaan Siap Go Digital 24 UMK / Training Assistance of Fostered MSME Partners Ready to Go Digital for 24 MSMEs - Bantuan Setifikasi HKI 20 UMK / IPR Certification Assistance for 20 MSMEs - Bantuan Sertifikasi Halal Produk 2 UMK / Certification Assistance of Halal Products for 2 MSMEs - Bantuan Pelatihan Motivasi & Growth Mindset Bagi UMKM untuk Menjadi Entrepreneur Sukses 65 UMK / Training Assistance of Motivation & Growth Mindset for MSMEs to Become Successful Entrepreneurs 65 MSMEs	- Sebanyak 25 UMK Mitra Binaan PT KAI memperoleh peningkatan pengetahuan mengenai penguasaan pemasaran digital dan kemampuan untuk memperluas jangkauan pasar melalui platform daring. / 25 PT KAI's Fostered MSMEs gained increased knowledge regarding digital marketing mastery and the ability to expand market reach through online platforms. - UMK mitra binaan PT KAI memperoleh peningkatan pendapatan dari perluasan jangkauan pasar melalui platform digital. / PT KAI's fostered MSME partners gained increased income from expanding market reach through digital platforms. - Mitra UMK Binaan PT KAI memperoleh peningkatan pendapatan setelah memperoleh legalitas usaha. / PT KAI's Fostered MSME partners gained increased income after obtaining business legality. 23 mitra UMK PT KAI memperoleh penghematan pembuatan sertifikat HKI. / 23 PT KAI's fostered MSME partners gained savings in making IPR certificates. 2 mitra UMK memperoleh penghematan biaya sertifikasi produk halal. / 2 MSME partners managed to cut costs in halal product certification. - UMK Mitra Binaan PT KAI, Bank BRI, dan Yayasan Pusaka memperoleh peningkatan pengetahuan mengenai motivasi bisnis bagi UMKM. / PT KAI's Fostered MSMEs, Bank BRI, and Yayasan Pusaka gained increased knowledge about business motivation for MSMEs. - Pekerja mitra UMK binaan PT KAI memperoleh pendapatan. / Employees of PT KAI's Fostered MSME Partners gained income.	Non CSV
2	Program Desa Binaan (Sekolah Lansia)(Skor SROI 3,5) / Foster Village Program (Elderly School)(SROI Score 3.5)	79.220.000	Bantuan program edukasi kepada lansia untuk mengikuti pendidikan lansia Sehat, Mandiri, Aktif, Produktif dan Bermartabat (SMART) melalui Sekolah Lansia Cicendo. / Educational program assistance for the elderly to participate in Healthy, Independent, Active, Productive and Dignified (SMART) elderly education through the Cicendo Elderly School.	Outcome bagi Peserta Sekolah Lansia Cicendo / Outcomes for Cicendo Elderly School Participants: - Peningkatan intensitas aktivitas fisik / Increased intensity of physical activity - Peningkatan Kesehatan mental / Improved mental health - Peningkatan kualitas tidur / Improved quality of sleep - Peningkatan kualitas relasi sosial / Improved quality of social relations - Peningkatan rasa percaya diri / Increased self-confidence - Peningkatan kesadaran dan pencegahan penyakit beresiko pada lansia / Increased awareness and prevention of high-risk diseases in the elderly - Peningkatan kesadaran dan pencegahan penyakit gigi pada lansia / Increased awareness and prevention of dental diseases in the elderly Outcome bagi pendamping sekolah lansia Cicendo: / Outcome for Cicendo elderly school companions: - Peningkatan kemampuan fasilitas lansia / Improvement of elderly facility capabilities Outcome bagi Pemerintah Kota Bandung: / Outcome for Bandung City Government: - Penghematan anggaran penyelenggaraan kegiatan ramah tamah lansia di Kecamatan Cicendo kota Bandung pada Tahun 2023 dan 2024 / Budget savings for organizing elderly friendly activities in Cicendo District, Bandung City in 2023 and 2024 Outcome bagi PT Kereta Api Indonesia (Persero): / Outcome for PT Kereta Api Indonesia (Persero): - Meningkatnya citra perusahaan dalam hal Tanggung Jawab Sosial dan Lingkungan / Improvement of company image in terms of Social and Environmental Responsibility	Non CSV
3	Sosialisasi PERKA Bersama Railfans di Pintu Perlintasan Stasiun Kiara Condong (Skor SROI 2,8) / PERKA Outreach with Railfans at Kiara Condong Station Crossing Gate (SROI Score 2.8)	1.000.000	Memberikan edukasi dan sosialisasi PERKA (Perkeretapian) untuk meningkatkan masyarakat tentang pentingnya keselamatan dan keamanan dalam beraktivitas di sekitar jalur kereta api. / Providing PERKA (Railway) education and outreach to increase public awareness of the importance of safety and security in activities around railway lines.	Railfans melaksanakan sosialisasi kepada masyarakat pengguna jalan di sekitar Kiara Condong untuk mematuhi rambu-rambu lalu lintas di perlintasan KA. / Railfans conducted outreach to road users around Kiara Condong to obey traffic signs at railway crossings.	CSV

Kinerja Program PUMK Tahun 2024

1. Sumber Dana

Tahun 2024 Dana Program Pendanaan UMK (PUMK) bersumber dari:

- Pengembalian Pokok Pinjaman Program Pendanaan UMK (PUMK)
- Jasa Administrasi pinjaman, margin, atau bagi hasil Program Pendanaan UMK (PUMK)
- Hasil bunga deposit dan/ atau jasa giro dari dana Program Pendanaan UMK (PUMK) yang ditempatkan
- Sisa kas dana Program Pendanaan UMK (PUMK) tahun sebelumnya.

2. Penggunaan Dana

Tahun 2024 Penyaluran Program Pendanaan UMK (PUMK) dilakukan secara sinergi dengan PT Bank Rakyat Indonesia (Persero) Tbk sebagaimana Surat Menteri BUMN Nomor S-721/MBU/11/2022 tanggal 10 November 2022 perihal Kerja Sama Program Pendanaan Usaha Mikro dan Usaha Kecil ("Kerja Sama Program PUMK").

2024 PUMK Program Performance

1. Source of Funds

In 2024, the funds for the UMK Funding (PUMK) Program come from:

- Repayment of Principal of the UMK Funding (PUMK) Program Loan
- Loan administration services, margins, or profit-sharing of the UMK Funding (PUMK) Program
- Interest on deposits and/or current account services from the UMK Funding (PUMK) Program funds placed
- Remaining cash from the UMK Funding (PUMK) Program of the previous year.

2. Use of Funds

In 2024, the distribution of the UMK Funding (PUMK) Program was conducted in synergy with PT Bank Rakyat Indonesia (Persero) Tbk as stated in the Letter of the Minister of State-Owned Enterprises Number S-721/MBU/11/2022 dated November 10, 2022, concerning Cooperation in the Micro and Small Business Funding Program ("PUMK Program Cooperation").

Program & Realisasi TJSL CID dan Non CID Tahun 2024

CSER CID and Non CID Programs and Realization in 2024

No.	Uraian / Description	RKA Tahun 2024 / 2024 RKA	Realisasi Tahun 2023 / 2023 Realization	Realisasi Tahun 2024 / 2024 Realization	%	
(1)	(2)	(3)	(4)	(5)	(6) = (5)/(3)	(7) = (5)/(4)
1	Program PUMK (Termasuk Pembinaan) / PUMK Program (Including Guidance)	5.825.000.000	5.421.248.338	5.824.907.968	100,00%	107,45%
2	Program TJSL d/h Bina Lingkungan / CSER Program, formerly Environmental Guidance	16.500.000.000	14.999.621.732	16.909.999.148	100,00%	112,74%
3	Community Relations	735.000.000	368.300.500	476.922.000	64,89%	129,49%
Total		23.060.000.000	20.789.170.570	23.211.829.116	100,66%	111,65%

Merujuk pada tabel di atas, realisasi nilai anggaran untuk program TJSL CID, Non CID, dan Dana KAI Peduli tercapai sebesar Rp23.211.829.116,- atau 100,66% dari RKA tahun 2024 sebesar Rp23.060.000.000,-.

Referring to the table above, the budget value realization for the CSER CID, Non-CID, and KAI Care Fund programs reached Rp23,211,829,116 or 100.66% of the 2024 RKA of Rp23,060,000,000.

Adapun tantangan/Kendala Pelaksanaan TJSL diantaranya:

The challenges/obstacles to implementing CSER include:

No.	Uraian / Description	Usulan Tindaklanjut / Follow-up Proposal
1	Belum Optimalnya Kinerja Komite TJSL di Daerah Operasi dan Divisi Regional / Suboptimal Performance of CSER Committee in Operational Areas and Regional Divisions	Usulan struktur organisasi di daerah selevel Asmen / Proposed organizational structure in the area at the Assistant Manager level
2	Penyelesaian Piutang Kurang Lancar, Diragukan, Macet dan Bermasalah / Settlement of Substandard, Doubtful, Bad and Problematic Receivables	- Meningkatkan upaya monitoring dan penagihan / Increasing monitoring and collection efforts - Rescheduling dan Reconditioning serta pengalihan ke Piutang Bermasalah / Rescheduling and Reconditioning and transfer to Problematic Receivables - Koordinasi dengan Kementerian BUMN tentang penghapusan Piutang Bermasalah / Coordination with the Ministry of State-Owned Enterprises regarding the elimination of Problematic Receivables

No.	Uraian / Description	Usulan Tindaklanjut / Follow-up Proposal
3	Kompetensi SDM TJSL di Pusat dan Daerah / CSER Human Capital Competence in Center and Regions	1. Peningkatan Kompetensi SDM yang membidangi TJSL dengan pelatihan antara lain SDG, ISO 26000, Analisa Kredit, <i>Basic Finance</i> , dll. / Increasing the Competence of Human Capital in charge of CSER with training including SDGs, ISO 26000, Credit Analysis, Basic Finance, etc. 2. <i>Benchmarking</i> ke BUMN lain / Benchmarking to other SOEs
4	Transformasi Digital Aplikasi TJSL / Digital Transformation of the CSER Application	Dalam proses <i>development</i> aplikasi TJSL oleh tim IT PT KAI (Persero) / In the process of developing the CSER application by the IT team of PT KAI (Persero)

Kebijakan Hak Asasi Manusia (HAM)

Pelanggaran Hak Asasi Manusia (HAM) oleh perusahaan terhadap pekerja memiliki berbagai risiko, baik bagi pekerja sendiri maupun bagi perusahaan. Bagi pekerja, risiko utama adalah terganggunya kesehatan fisik dan psikologis, serta menurunnya produktivitas dan semangat kerja. Bagi perusahaan, risiko yang lebih besar meliputi kerusakan reputasi, peningkatan biaya, dan bahkan ancaman keberlanjutan bisnis.

KAI berkomitmen menghormati hak asasi manusia sesuai dengan Prinsip-Prinsip Panduan Perserikatan Bangsa-Bangsa tentang Bisnis dan Hak Asasi Manusia (United Nations Guiding Principles on Business and Human Rights). Berangkat dari komitmen tersebut, KAI memiliki berbagai kebijakan yang mendukung perlindungan hak asasi manusia yang telah diunggah di website resmi KAI dan dapat diakses pada link https://ppid.kai.id/media/konten/261_komitmen_direksi_kai_tentang_penerapan_kebijakan_ham.pdf. Kebijakan tersebut mewajibkan seluruh insan KAI Group wajib menjunjung tinggi dan mematuhi norma kesusilaan termasuk diantaranya perbuatan pencegahan dan penanganan pelecehan seksual di lingkungan KAI.

KAI memastikan terciptanya lingkungan kerja yang inklusif, kondusif dan produktif, saling menghormati, bebas dari diskriminasi, perundungan, pelecehan dan/atau bentuk kekerasan lainnya baik mental maupun fisik sebagaimana tertuang dalam Surat Edaran Nomor SE.U/KL.403/VII/1/KA-2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*).

Prinsip-prinsip *Respectful Workplace Policy* secara umum menentang keras perilaku diskriminasi, kekerasan dan pelecehan seksual, serta upaya menjaga keselamatan dan kesehatan kerja. Perseroan mewajibkan seluruh pekerja untuk menerapkan prinsip-prinsip *Respectful Workplace Policy* agar dapat tercipta lingkungan kerja yang saling menghargai dan menghargai, aman, adil, serta tidak terdapat perilaku diskriminasi, kekerasan, dan pelecehan dalam bentuk apapun.

Human Rights Policy

Human Rights Violations by companies against employees have various risks, be it for the employees themselves or the company. For employees, the main risks are disruption to physical and psychological health, as well as decreased productivity and work enthusiasm. For companies, greater risks include reputational damage, increased costs, and even threats to business sustainability.

KAI is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights. Based on this commitment, KAI has various policies that support the protection of human rights that have been uploaded on KAI's official website and can be accessed at the link https://ppid.kai.id/media/konten/261_komitmen_direksi_kai_tentang_penerapan_kebijakan_ham.pdf. This policy requires all KAI Group personnel to uphold and comply with moral norms, including the prevention and handling of sexual harassment in KAI's environment.

KAI ensures the creation of an inclusive, conducive, and productive work environment, with mutual respect, free from discrimination, bullying, harassment, and/or other forms of violence, both mental and physical, as stated in Circular Letter Number SE.U/KL.403/VII/1/KA-2022 concerning the *Respectful Workplace Policy*.

Generally, the *Respectful Workplace Policy* principles strongly oppose discriminatory behavior, violence, and sexual harassment, as well as efforts to maintain occupational safety and health. The Company requires all employees to apply the principles of the *Respectful Workplace Policy* to create a mutually respectful, appreciative, safe, and fair work environment that is free from discriminatory behavior, violence, and harassment in any form.

Untuk memperkuat penerapan kebijakan HAM di lingkungan Perseroan, KAI telah memetakan risiko pelanggaran hak asasi manusia yang dapat terjadi di sekitar lingkungan Perseroan.

Sebagai upaya remediasi, KAI telah memiliki Sistem Pelaporan Dugaan Pelanggaran/Whistleblowing System (WBS) sebagai media untuk melaporkan indikasi pelanggaran terkait tindak pidana korupsi, tindak pidana lain yang berkaitan dengan korupsi, pelanggaran terhadap pedoman perilaku, pelanggaran disiplin pekerja, tindakan diskriminasi, tindakan kekerasan serta tindak pelecehan. Bagi pekerja yang terbukti melakukan pelanggaran HAM di lingkungan Perusahaan maka dikenakan hukuman disiplin sesuai dengan ketentuan yang berlaku di Perusahaan.

Selain memiliki Sistem Pelaporan Dugaan Pelanggaran, KAI juga menyediakan layanan konseling psikologis untuk pekerja yang menjadi korban pelanggaran HAM melalui Layanan Konseling Pekerja. Layanan ini didukung oleh Pekerja Internal KAI yang memiliki gelar psikolog profesional (bergelar S2 Profesi Psikologi) dan juga bekerja sama dengan Psikolog Profesional eksternal. Layanan Konseling pekerja ini dilakukan melalui tatap muka, telepon, chat, video call, dan mencakup isu terkait pekerjaan, keluarga, maupun masalah pribadi yang memengaruhi kinerja. Jika kasus dianggap serius, layanan internal dapat merekomendasikan rujukan ke lembaga psikologi eksternal untuk penanganan lanjutan.

Komitmen KAI menerapkan kebijakan HAM dan upaya Perseroan menentang perilaku kekerasan, pelecehan, dan anti diskriminasi membawa hasil positif yang tercermin dengan tidak terdapatnya pelanggaran HAM, perilaku kekerasan, pelecehan, dan anti diskriminasi pekerja sepanjang tahun 2024.

Kebijakan penerapan HAM tidak hanya diberlakukan di internal Perseroan, tetapi juga pada para pemasok/mitra yang bekerja sama dengan KAI. KAI mewajibkan para pemasok menghormati hak semua pekerja, mitra bisnis dan masyarakat yang terkena dampak di wilayah operasi mereka. Hal ini tertuang dalam Kode Etik Keberlanjutan Pemasok KAI dan telah diunggah di website resmi Perseroan https://ppid.kai.id/media/konten/261_kodeetik.pdf.

To strengthen the implementation of human rights policies within the Company, KAI has mapped the risks of human rights violations that may occur within the Company's environment.

As a remediation effort, KAI has a Whistleblowing System (WBS) as a medium to report indications of violations related to corruption, other crimes related to corruption, violations of the code of conduct, violations of employee discipline, acts of discrimination, acts of violence and harassment. Workers who are proven to have committed human rights violations within the Company will be subject to disciplinary sanctions in accordance with the provisions applicable to the Company.

In addition to having a Whistleblowing System, KAI provides psychological counseling services for employees who are victims of human rights violations through the Worker Counseling Service. This service is supported by KAI Internal Workers who have professional psychology degrees (Master's degree in Psychology Profession) and also collaborate with external Professional Psychologists. This Worker Counseling Service is carried out through face-to-face, telephone, chat, video calls, and covers issues related to work, family, and personal problems that affect performance. The internal service can recommend a referral to an external psychology institution should the case be deemed serious for further treatment.

KAI's commitment to implementing human rights policies and the Company's efforts to oppose violent behavior, harassment, and anti-discrimination have brought positive results as reflected in the absence of human rights violations, violent behavior, harassment, and anti-discrimination of employees throughout 2024. (please confirm data)

The human rights implementation policy is not only applied internally to the Company, but it is to suppliers/partners who work with KAI as well. KAI requires suppliers to respect the rights of all employees, business partners, and communities affected by their operations. This is stated in the KAI Supplier Sustainability Code of Ethics and has been uploaded on the Company's official website https://ppid.kai.id/media/konten/261_kodeetik.pdf.

Tujuan utama dari Kode Etik ini adalah untuk memastikan bahwa seluruh pemasok bekerja sesuai dengan standar etika yang tinggi, mendukung tata kelola perusahaan yang baik, serta berkontribusi terhadap keberlanjutan lingkungan dan sosial. KAI mewajibkan para pemasok dapat menerapkan dan mematuhi prinsip-prinsip yang diuraikan dalam Kode Etik Keberlanjutan Pemasok ini di seluruh aspek operasional mereka, baik di dalam maupun di luar Indonesia.

ASPEK PELANGGAN

Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen [OJK F.17]

KAI berkomitmen untuk memberikan layanan atas produk dan jasa yang setara dan inklusif bagi seluruh (100%) konsumen, termasuk pelanggan difabel, lansia, anak-anak, dan wanita hamil. Komitmen ini sebagai bentuk inklusi dan kepedulian. Komitmen tersebut diwujudkan melalui penyediaan *guiding block*, ruang laktasi, loket difabel dan toilet difabel, serta kursi roda bagi penumpang yang membutuhkan. Per 31 Desember 2024, KAI memiliki 81 *guiding block*, 74 ruang laktasi, 78 loket difabel, kursi prioritas di stasiun dan kereta, serta 163 toilet difabel yang tersebar di beberapa stasiun operasional KAI.

Untuk mengoptimalkan layanan, KAI melatih petugas untuk lebih responsif dalam membantu penyandang disabilitas. KAI memberikan pelatihan kepada *frontliner* yang mencakup berbagai aspek, seperti peningkatan keterampilan komunikasi, tata rias, dan bahkan peningkatan pengetahuan tentang melayani pelanggan disabilitas.

Tabel Jumlah Guiding Block, Ruang Laktasi, Loket Difabel, dan Toilet Difabel

Wilayah Operasional / Operational Area	Guiding Block	Ruang Laktasi / Lactation Room	Loket Difabel / Disabled Counter	Toilet Difabel / Disabled Toilet
Daop 1 Jakarta / Operation Area 1 Jakarta	10	5	5	13
Daop 2 Bandung / Operation Area 2 Bandung	8	6	10	20
Daop 3 Cirebon / Operation Area 3 Cirebon	2	4	3	7
Daop 4 Semarang / Operation Area 4 Semarang	7	5	3	7
Daop 5 Purwokerto / Operation Area 5 Purwokerto	7	6	5	21
Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	8	5	3	12
Daop 7 Madiun / Operation Area	8	6	6	18
Daop 8 Surabaya / Operation Area 8 Surabaya	11	14	28	14
Daop 9 Jember / Operation Area 9 Jember	6	2	4	12

This Code of Conduct has the main purpose of ensuring that all suppliers work in accordance with high ethical standards, support good corporate governance, and contribute to environmental and social sustainability. KAI requires suppliers to be able to implement and comply with the principles outlined in this Supplier Sustainability Code of Conduct in all aspects of their operations, both inside and outside Indonesia.

CUSTOMER ASPECT

Commitment to Providing Equivalent Products and/or Services to Consumers [OJK F.17]

KAI is committed to providing equal and inclusive services for all (100%) consumers, including customers with disabilities, the elderly, children, and pregnant women. This commitment is a form of inclusion and care, which is realized by providing a guiding block, lactation room, disabled counter and disabled toilet, as well as wheelchairs for passengers who need them. As of December 31, 2024, KAI has 81 guiding blocks, 74 lactation rooms, 78 disabled counters, and 163 disabled toilets spread across several KAI operational stations.

To optimize services, KAI trains employees to be more responsive in assisting customers with disabilities. KAI provides training to frontliners which includes various aspects such as improving communication skills, makeup, and even increasing knowledge about serving customers with disabilities.

Table of Number of Guiding Blocks, Lactation Rooms, Disabled Counters, and Disabled Toilets

Wilayah Operasional / Operational Area	Guiding Block	Ruang Laktasi / Lactation Room	Loket Difabel / Disabled Counter	Toilet Difabel / Disabled Toilet
Daop 1 Jakarta / Operation Area 1 Jakarta	10	5	5	13
Daop 2 Bandung / Operation Area 2 Bandung	8	6	10	20
Daop 3 Cirebon / Operation Area 3 Cirebon	2	4	3	7
Daop 4 Semarang / Operation Area 4 Semarang	7	5	3	7
Daop 5 Purwokerto / Operation Area 5 Purwokerto	7	6	5	21
Daop 6 Yogyakarta / Operation Area 6 Yogyakarta	8	5	3	12
Daop 7 Madiun / Operation Area	8	6	6	18
Daop 8 Surabaya / Operation Area 8 Surabaya	11	14	28	14
Daop 9 Jember / Operation Area 9 Jember	6	2	4	12

Wilayah Operasional / Operational Area	Guiding Block	Ruang Laktasi / Lactation Room	Loket Difabel / Disabled Counter	Toilet Difabel / Disabled Toilet
Divre I Sumatera Utara / Regional Division I North Sumatera	7	2	2	12
Divre II Sumatera Barat / Regional Division II West Sumatera	1	7	0	10
Divre III Palembang / Regional Division III Palembang	2	6	0	6
Divre IV Tanjung Karang / Regional Division IV Tanjung Karang	4	3	9	11

Selain itu, KAI memiliki layanan informasi publik yang dapat diakses oleh penyandang disabilitas melalui situs www.ppid.kai.id. Situs tersebut dilengkapi fitur khusus untuk penyandang disabilitas. Dengan instruksi direktori melalui suara, penyandang tuna netra dapat memperoleh informasi yang berkaitan dengan Perseroan.

Di samping itu, penyandang tuna netra yang ingin mengajukan permohonan informasi publik dapat datang langsung ke kantor PPID (Pejabat Pengelola Informasi & Dokumentasi) KAI baik di pusat maupun di Daop/Divre. KAI telah menyediakan formulir permohonan informasi dan brosur lengkap dengan menggunakan huruf Braille serta menyediakan prasarana berupa *guiding block* di pintu masuk Kantor Pusat KAI yang mengarahkan ke ruang PPID.

Layanan yang setara juga diberikan KAI kepada para penyandang disabilitas yang menggunakan kursi roda. KAI menyediakan *ramp* atau jalan khusus untuk kursi roda dari depan pintu masuk Kantor Pusat KAI menuju ke ruang PPID. Sementara itu, untuk meningkatkan kenyamanan para pelanggan disabilitas tuna rungu dan tuna wicara, KAI menyediakan fasilitas video tentang layanan informasi publik KAI di ruang PPID dan akun Youtube Kereta Api Kita yang dilengkapi dengan bahasa isyarat dan *subtitle*.

KAI juga berfokus memberikan perhatian layanan yang nyaman dan aman kepada perempuan. KAI telah memiliki gerbong khusus perempuan (KKW) di KRL dan LRT Jabodebek, yang letaknya berada di ujung rangkaian kereta, baik di depan (gerbong nomor 1) atau di belakang (gerbong terakhir), dan ditandai dengan warna *pink*. Gerbong khusus ini bertujuan untuk memberikan ruang bagi wanita yang ingin menghindari desakan atau pelecehan seksual dari penumpang laki-laki. Selain itu, gerbong khusus ini juga bertujuan untuk memberikan rasa aman dan nyaman bagi wanita yang sering bepergian sendiri atau dengan anak kecil.

In addition, KAI provides public information services that can be accessed by people with disabilities through the website www.ppid.kai.id. The site is equipped with special features for people with disabilities. Visually impaired visitors can obtain information related to the Company with voice directory instructions.

Additionally, visually impaired individuals who wish to request public information in person can visit the PPID (Information and Documentation Management Officer) office at KAI's central offices or offices in operational areas/regional divisions. KAI has provided information request forms and brochures in Braille, as well as guiding blocks at the entrance of KAI's Head Office leading to the PPID room.

KAI also provides equivalent services to wheelchair users. KAI provides ramps or special pathways from the entrance of KAI's Head Office to the PPID room. Meanwhile, for hearing and speech-impaired individuals, KAI has provided video facilities about KAI's public information services in the PPID room and on the "Kereta Api Kita" YouTube channel, which include sign language subtitles.

KAI also focuses on providing comfortable and safe service to women in the form of women-only train cars (KKW) in KRL and LRT Jabodebek, located at the end of the train, either in front (train car number 1) or behind (last train car), and are marked with the color pink. These special train cars are aimed at providing space for women who wish to avoid being pushed or sexually harassed by male passengers. Additionally, the special train cars are intended to provide a sense of security and comfort for women who often travel alone or with small children.

Upaya lain yang dilakukan KAI untuk mencegah terjadinya pelecehan seksual di lingkungan kereta api termasuk di stasiun dan kereta, yaitu melakukan kampanye dan sosialisasi anti pelecehan seksual bersama pihak terkait, baik dalam bentuk kegiatan *offline* di stasiun dan kereta. KAI juga melakukan sosialisasi dalam bentuk imbauan di dalam kereta melalui *announcer*, menayangkan *flyer* di TV kereta api, memasang poster di stasiun, dan mempublikasikan kampanye anti pelecehan seksual di akun media sosial KAI.

KAI menolak memberikan pelayanan kepada para pelaku yang melanggar etika dan berbuat asusila. KAI akan melakukan *blacklist* terhadap penumpang yang melakukan pelecehan seksual selama dalam perjalanan kereta api. Langkah tegas ini dilakukan oleh KAI sebagai upaya untuk mencegah terjadinya kekerasan seksual pada layanan KAI.

Untuk meningkatkan kualitas layanan, KAI menyediakan berbagai saluran komunikasi yang dapat dimanfaatkan oleh pelanggan menyampaikan keluhan, kritik, dan saran, antara lain komunikasi tatap muka (*Customer Service on-Station dan Customer Service on-Train*), via telepon, maupun komunikasi melalui media sosial.

Setiap progres penanganan keluhan dipantau hingga selesai karena seluruh saluran pelayanan pelanggan tersebut dijalankan secara terintegrasi melalui CRM (*Customer Relationship Management*). Tanggapan atas seluruh keluhan tersebut menggunakan parameter *Key Performance Indicators* (KPI) 90%. Dalam waktu 30 menit, CRM harus segera merespons dan ditindaklanjuti. Penanganan keluhan pelanggan sejak masuk ke CRM sampai selesai dipantau hingga ke tingkat Manajer. Jika petugas Customer Relation (petugas yang meneruskan dan menyelesaikan masalah) belum dapat menyelesaikan masalah dalam waktu 30 menit, maka notifikasi akan diteruskan ke *team leader*. Jika berlanjut sampai 60 menit, maka Manajer yang bersangkutan akan mendapatkan notifikasi untuk segera menyelesaikan keluhan yang diterima. Prosedur tersebut dilakukan KAI sebagai upaya terus-menerus dalam menjaga kepuasan pelanggan. **[GRI 2-25, 2-26, 418-1]**

Komitmen kuat KAI untuk memberikan layanan produk dan jasa yang setara kepada seluruh (100%) konsumen membawa Perseroan berhasil meraih Penghargaan Badan Publik untuk kategori BUMN pada Anugerah Keterbukaan Informasi Publik 2024. Pencapaian ini merupakan bukti nyata dari komitmen

Other efforts that KAI conducts to prevent sexual harassment from happening in the railway environment, both at stations and on trains, include carrying out anti-sexual harassment campaigns and dissemination together with related parties, both in the form of offline activities at stations and on trains. KAI also performs dissemination in the form of announcements on trains, displaying flyers on train TVs, putting up banners/posters at stations, and publicizing anti-sexual harassment campaigns on KAI's social media accounts.

KAI refuses to provide services to perpetrators who violate ethics and commit immoral acts as well as blacklists passengers who commit sexual harassment during train travel. This firm step is taken by KAI as an effort to prevent sexual violence from occurring on KAI services.

To improve service quality, KAI provides various communication channels that customers can utilize, including face-to-face communication (*Customer Service on-Station and Customer Service on-Train*), via telephone, and through social media.

All customer service channels are integrated through a Customer Relationship Management (CRM) system, allowing the progress of each complaint to be monitored until completion. All complaints received must receive a response with a Key Performance Indicator (KPI) benchmark of 90%. Within 30 minutes, the CRM must respond and follow up on the complaint. The handling of customer complaints from the time they enter the CRM until completion is monitored up to the Manager level. If the Customer Relation officer (the officer who forwards and resolves the problem) cannot resolve the problem within 30 minutes, the notification is forwarded to the team leader. If the issue persists for 60 minutes, the manager concerned will receive a notification to resolve the complaint immediately. This procedure is carried out by KAI as a continuous effort to maintain customer satisfaction. **[GRI 2-25, 2-26, 418-1]**

KAI is strongly committed to providing equal service and product access to all (100%) of our customers, which leads the Company to successfully receive the Public Agency Award for the BUMN category at the 2024 Public Information Transparency Award. This achievement is concrete evidence

KAI dalam menerapkan prinsip *Good Corporate Governance* dan menyediakan akses informasi yang inklusif untuk seluruh masyarakat, termasuk penyandang disabilitas. Prestasi ini memotivasi KAI untuk terus meningkatkan kualitas pelayanan informasi publik dan menghadirkan inovasi baru untuk memberikan pengalaman yang lebih baik bagi masyarakat, sehingga tercipta layanan yang unggul, berkualitas, dan inklusif.

Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan [OJK F.26]

Industri transportasi kini semakin dituntut untuk adaptif dan inovatif agar dapat menghadapi berbagai tantangan. Atas dasar itu, KAI berkomitmen untuk melakukan akselerasi transformasi. Salah satu transformasi yang dilakukan adalah mengembangkan inovasi digitalisasi layanan, yang tujuan memberi kemudahan pelanggan dalam mengakses produk/jasa yang dimiliki KAI serta memudahkan proses kerja pekerja.

Terdapat empat bidang layanan inovasi BUMN, antara lain:

1. Layanan penumpang.
2. Layanan transportasi barang atau logistik.
3. Peningkatan keamanan dengan kamera CCTV di kereta, stasiun, sistem deteksi gangguan otomatis, dan petugas keamanan *on-board*.
4. Digitalisasi dan otomatisasi pekerjaan kantor yang bersifat rutin serta banyak, termasuk penggunaan sensor *Internet of Things* (IoT) untuk memantau beberapa kinerja mesin.

Inovasi layanan penumpang meliputi peluncuran kereta *compartment suite*, kelas *luxury* dan desain interior kereta baru yang lebih ergonomis; penyediaan layanan kereta wisata tematis dengan layanan eksklusif untuk segmen tertentu; serta pengembangan aplikasi Access by KAI untuk pembelian tiket kereta, *reschedule*, *refund*, dan check-in berbasis QR code.

Untuk meningkatkan kenyamanan pelanggan, KAI mengembangkan berbagai macam fitur dan layanan di aplikasi Access by KAI dengan versi terbaru yaitu versi 6.9.11 sampai 2024. KAI senantiasa menjaga pelayanan prima bagi seluruh penumpang, di antaranya dengan memberikan kemudahan kepada pelanggan dalam genggamannya yaitu dalam bentuk aplikasi. Hingga tahun 2024, KAI memiliki aplikasi sebagai berikut:

of KAI's commitment to implementing *Good Corporate Governance* principles and providing inclusive access to information for the entire community, including persons with disabilities. This achievement motivates KAI to continuously improve the quality of public information services and present new innovations to provide a better experience for the community, allowing superior, quality, and inclusive services to be realized.

Innovation and Development of Sustainable Financial Products/Services [OJK F.26]

Nowadays, the transportation industry is increasingly required to be adaptive and innovative to face various challenges. On that basis, KAI is committed to accelerating transformation, and one of the transformations carried out is developing digital service innovations, aimed at facilitating customer access to KAI's products/services and simplifying employee workflows.

The four areas of SOE innovation services include:

1. Passenger services.
2. Freight or logistics transportation services.
3. Increased security with CCTV cameras on trains, stations, automatic intrusion detection systems, and on-board security officers.
4. Digitalization and automation of routine and numerous office work, including the use of Internet of Things (IoT) sensors to monitor several machine performances.

Passenger service innovations include the launch of compartment suite trains, luxury class, and new, more ergonomic train interior designs; provision of thematic tourist train services with exclusive services for certain segments; and development of the Access by KAI application for purchasing train tickets, rescheduling, refunds, and QR code-based check-in.

To increase customer comfort, KAI has developed various features and services in the Access by KAI app, with the latest version being 6.9.11 as of 2024. KAI always maintains excellent service for all passengers, which includes providing convenience to customers in the form of an application. As of 2024, KAI has the following applications:

Aplikasi Mobile Access by KAI

Access by KAI terus mengalami pengembangan untuk meningkatkan kenyamanan dan kemudahan pelanggan dalam merencanakan serta menikmati perjalanan mereka. Tidak hanya berfungsi sebagai *platform* pembelian tiket kereta api jarak jauh, lokal, KRL, KA Bandara, LRT Jabodebek, dan KCJB Whoosh, aplikasi ini kini semakin terintegrasi dengan kebutuhan perjalanan multimoda dan berbagai layanan pendukung lainnya. Beberapa pengembangan dan fitur utama yang telah hadir maupun tengah dikembangkan antara lain:

1. Integrasi Layanan Perjalanan dan Pendukung

- a. **Integrasi Antarmoda:** Pemesanan layanan *first mile* dan *last mile* bekerja sama dengan Taksi Bluebird dan Bus DAMRI.
- b. **Trip Planner & Pemesanan Hotel:** Merencanakan *itinerary* lengkap dan pemesanan hotel dalam satu aplikasi.
- c. **Live Tracking:** Pelacakan perjalanan kereta secara real-time
- d. **Add Infant & Add Ticket:** Fitur untuk menambahkan pemesanan penumpang bayi serta memasukkan tiket dari channel pembelian lain ke dalam Access by KAI.
- e. **Asuransi Perjalanan:** Menyediakan layanan tambahan pemesanan asuransi tambahan yang mencakup pengembalian dana 100% dan perlindungan diri selama perjalanan.

2. Layanan Transaksi dan Pembayaran

- a. **KAI Pay:** Dompet digital untuk pembayaran berbagai layanan, termasuk transaksi menggunakan QRIS.
- b. **Payment Point Online Bank (PPOB):** Pembelian pulsa, paket data, dan token listrik.
- c. **Top Up KMT:** Pengisian saldo Kartu Multi Trip milik PT KCI langsung dari aplikasi.
- d. **Tersedia Banyak Pilihan Metode Pembayaran:** Pada Access by KAI tersedia berbagai macam metode pembayaran yang mendukung layanan penumpang seperti Paylater, QRIS, Ewallet, Kartu Kredit, Direct Debit, Gerai Retail, ATM, Mobile Banking dan Internet Booking.

3. Kenyamanan dan Kemudahan Pengguna

- a. **Railfood:** Pemesanan makanan dan minuman yang dapat dilakukan sebelum keberangkatan atau saat dalam perjalanan.
- b. **Loyalty Program:** Pengembangan program Railpoint dimana Railpoint bisa ditukarkan untuk pembelian tiket kereta api dan juga ditukarkan dengan berbagai merchant yang bekerjasama seperti MAP Club dan Mayasari.

Access by KAI Mobile Application

Access by KAI continues to undergo development aimed at improving customer comfort and convenience in planning and enjoying their trips. Not only functioning as a platform for purchasing long-distance, local, KRL, Airport Train, Jabodebek LRT, and KCJB Whoosh train tickets, this application is now increasingly integrated with multimodal travel needs and various other supporting services. Some of the main developments and features that have been present or are being developed include:

1. Integration of Travel and Support Services

- a. **Intermodal Integration:** Booking first mile and last mile services in collaboration with Bluebird Taxis and DAMRI Buses.
- b. **Trip Planner & Hotel Booking:** Planning a complete itinerary and hotel bookings in one application.
- c. **Live Tracking:** Real-time train travel tracking.
- d. **Add Infant & Add Ticket:** A feature to add infant passenger bookings and enter tickets from other purchase channels into Access by KAI.
- e. **Travel Insurance:** Provides additional insurance booking services that include a 100% refund and personal protection during the trip.

2. Transaction and Payment Services

- a. **KAI Pay:** Digital wallet for payment of various services, including transactions using QRIS.
- b. **Payment Point Online Bank (PPOB):** Purchase of credit, data packages, and electricity tokens.
- c. **Top Up KMT:** Top up the balance of PT KCI's Multi Trip Card directly from the application.
- d. **Many Payment Method Options Available:** Access by KAI provides various payment methods that support passenger services, such as Paylater, QRIS, E-wallet, Credit Card, Direct Debit, Retail Outlets, ATMs, Mobile Banking, and Internet Booking.

3. User Convenience and Ease

- a. **Railfood:** Food and beverage orders that can be made before departure or while traveling.
- b. **Loyalty Program:** Development of the Railpoint program where Railpoints can be exchanged for train ticket purchases and also exchanged with various collaborating merchants such as MAP Club and Mayasari.

- c. **Layanan Hiburan Premium:** Menyediakan konten hiburan eksklusif untuk kenyamanan pelanggan selama perjalanan.
- d. **Jadwal Salat:** Informasi waktu salat berdasarkan lokasi pengguna, sebagai bentuk layanan yang inklusif.
- e. **Popup Banner:** Menampilkan informasi promosi dan pengumuman penting secara langsung dalam aplikasi.

4. Kemudahan Akses dan Pengelolaan Tiket

- a. **Transfer Tiket, Pembatalan & Ubah Jadwal:** Fitur yang semakin disempurnakan untuk memberikan fleksibilitas dalam pengelolaan perjalanan.
- b. **Registrasi dengan Face Recognition:** Teknologi pengenalan wajah untuk meningkatkan keamanan dan mempermudah proses registrasi akun.
- c. **ePorter:** Layanan pemesanan porter secara langsung melalui aplikasi.
- d. **Penyempurnaan UI/UX:** Berdasarkan evaluasi performa aplikasi dan masukan pelanggan.

Hingga akhir tahun 2024, aplikasi Access by KAI telah diunduh sebanyak 26.504.433 kali, dengan 21.219.291 pengguna terdaftar dan sekitar 7.347.043 pengguna aktif bulanan. Aplikasi ini terus menjadi bagian penting dalam transformasi digital PT Kereta Api Indonesia, menghadirkan solusi perjalanan yang modern, nyaman, dan terintegrasi bagi masyarakat Indonesia.

Sementara pada inovasi keamanan dalam pengangkutan rel, KAI telah berhasil melakukan pengangkutan rel untuk jenis berat 60 dengan panjang 50 meter secara lancar, aman dan tepat waktu. Inovasi ini dapat menambah kualitas dan cakupan rel kereta api sehingga semakin dapat berkontribusi bagi kemajuan Indonesia.

KAI juga melakukan inovasi pada KAI Commuter dan LRT Jabodebek. KAI Commuter terus menghadirkan inovasi, seperti *CCTV analytic*, *water station*, *shelter bike*, *vending machine* ramah disabilitas, serta peningkatan fasilitas mushola dan area tunggu. Ke depan, KAI Commuter pun akan meluncurkan kartu disabilitas, mengembangkan *CCTV analytic* lebih lanjut, dan menyediakan alat pengering payung untuk kenyamanan maksimal di stasiun.

- c. **Premium Entertainment Services:** Providing exclusive entertainment content for customer convenience during the trip.
- d. **Prayer Schedule:** Prayer time information based on user location, as a form of inclusive service.
- e. **Popup Banner:** Displaying promotional information and important announcements directly in the application.

4. Ease of Access and Ticket Management

- a. **Ticket Transfer, Cancellation & Change Schedule:** Features that are increasingly enhanced to provide flexibility in travel management.
- b. **Registration with Face Recognition:** Facial recognition technology for improving security and simplifying the account registration process.
- c. **ePorter:** Porter booking service directly through the application.
- d. **UI/UX Improvement:** Based on application performance evaluation and customer feedback.

The Access by KAI application had been downloaded 26,504,433 times by the end of 2024, with 21,219,291 registered users and around 7,347,043 monthly active users. This application continues to be an important part of PT Kereta Api Indonesia's digital transformation, providing modern, comfortable, and integrated travel solutions for Indonesians.

Meanwhile, in terms of rail transportation security innovation, KAI has successfully transported rails with a weight of 60 kg and a length of 50 meters smoothly, safely, and on time. This improvement will enhance the quality and coverage of railway tracks, further contributing to Indonesia's movement.

KAI innovates on KAI Commuter and LRT Jabodebek as well. KAI Commuter continues to present innovations, such as *CCTV analytics*, *water stations*, *bike shelters*, *disability-friendly vending machines*, and improvements to prayer room facilities and waiting areas. In the future, KAI Commuter will also launch disability cards, further develop *CCTV analytics*, and provide umbrella dryers for maximum comfort at stations.

Untuk layanan transportasi barang atau logistik, KAI mengembangkan dua inovasi yaitu:

1. Pengoperasian kereta barang untuk pengiriman kargo yang lebih cepat dan efisien.

KAI mengembangkan inovasi sinergi produk berupa integrasi angkutan *general cargo* (GenCo) *Door-to-Door* (D2D) multimoda menggunakan *platform* integrator. Platform ini mengintegrasikan data dan informasi aliran barang, mulai dari pelanggan *order*, proses *pick up*, proses material *handling* di stasiun pemberangkatan, *handling* di *outlet* layanan / *drop point*, bongkar dan muat di stasiun tujuan hingga *delivery*/penghantara ke penerima (*consignee*) di *last mile services*.

Model Angkutan GenCo Multimoda menawarkan *value proposition* baru kepada pelanggan, antara lain kemudahan akses, kemudahan *monitoring*, kemudahan pembayaran, dan jaminan waktu lebih cepat serta total biaya pengiriman yang kompetitif. Hasil evaluasi uji coba telah memberikan *value added* dan berdampak pada tarif logistik dan waktu pengiriman, seperti berikut:

- Tarif D2D (*Single Tariff*) berkurang sekitar 10% dari tarif *existing*.
- Total Traveling Time* (sebagai *Service Level Agreement/SLA*) layanan D2D yang *seamless logistics* dan dapat berkurang hingga 12 jam dari waktu *existing*.

Program pengembangan selanjutnya, antara lain menambahkan *value proposition* baru berupa deklarasi produksi emisi karbon (*carbon foot print*) dalam Angkutan GenCo D2D Multimoda.

2. Sinergi kerjasama dengan mitra untuk menciptakan layanan yang efektif

KAI terus melakukan inovasi sinergi kerjasama dengan mitra angkutan barang untuk menciptakan layanan angkutan barang yang lebih efektif. Sinergi kerjasama ini diwujudkan dalam koordinasi pengelolaan bongkar muat, penerapan terpadu *standard operating procedure* (SOP) di terminal barang, peningkatan efektivitas WPKA (Waktu Peredaran Kereta Api) dan WTT (Waktu Tunggu Terminal), penambahan stamformasi sarana (SF) dan optimasi kecepatan kereta api, serta integrasi sistem informasi. Sinergi kerjasama dan integrasi ini mampu meningkatkan volume angkutan barang dari 63,7 juta ton (2023) menjadi 69,2 juta ton (2024), peningkatan *on time performance* KA Barang dari 88% (2023) menjadi 95% (2024), dan pendapatan angkutan barang meningkat dari 11,6 triliun rupiah (2023) menjadi 12,7 triliun rupiah (2024).

For goods or logistics transportation services, KAI has developed two innovations, namely:

1. Freight train operations for faster and more efficient cargo delivery.

KAI has developed a product synergy innovation in the form of integrated multimodal door-to-door (D2D) general cargo (GenCo) transportation using an integrator platform. This platform integrates data and information on the flow of goods, from customer orders, through the pick-up process, material handling at departure stations, handling at service outlets/drop points, loading and unloading at destination stations, and delivery to the consignee (last mile services).

The GenCo Multimodal Transportation model offers new value propositions to customers, including ease of access, monitoring, payment convenience, and guaranteed faster delivery times and competitive total shipping costs. Trial evaluation results have provided added value and impacted logistics rates and delivery times, as follows:

- D2D (*Single Tariff*) rates are reduced by approximately 10% compared to existing rates.
- The total travel time (as a *Service Level Agreement/SLA*) for seamless logistics D2D services can be reduced by up to 12 hours compared to the existing time.

Future development programs include adding a new value proposition in the form of a carbon footprint declaration for Multimodal D2D GenCo Transportation.

2. Synergy with partners to create effective services

KAI continues to innovate and synergize with freight transportation partners to create more effective freight transportation services. This synergy is realized through the coordination of loading and unloading management, the integrated implementation of standard operating procedures (SOPs) at freight terminals, increasing the effectiveness of Train Circulation Time (WPKA) and Terminal Waiting Time (WTT), adding facility formations (SF) and optimizing train speeds, as well as information system integration. This synergy of collaboration and integration will increase freight transport volume from 63.7 million tons (2023) to 69.2 million tons (2024), improve freight train on-time performance from 88% (2023) to 95% (2024), and increase freight transport revenue from 11.6 trillion rupiah (2023) to 12.7 trillion rupiah (2024).

KAI bertekad untuk terus melakukan pengembangan inovasi agar dapat menjawab kebutuhan pelanggannya dan meningkatkan daya saing. Melalui strategi ini, KAI dapat menjaga kelangsungan usahanya sekaligus memberikan kontribusi kepada perekonomian nasional negara serta mendukung transportasi massal, ekonomi, dan pariwisata nasional.

KAI is committed to continuously developing innovations to meet customer needs and increase competitiveness. Through this strategy, KAI can maintain its business continuity while contributing to the national economy and supporting mass transportation, the economy, and tourism.

3. Sinergi Kerjasama dengan mitra menciptakan layanan yang efektif

Inovasi sinergi kerjasama dengan mitra batubara yaitu PT Bukit Asam (Persero) menciptakan layanan angkutan batubara yang lebih efektif. Pada KA Barapati relasi Tanjung Enim-Kertapati diantaranya:

1. Minimalisir kendala alat produksi *loading unloading* TLS (Train Loading System) dan Affron;
2. Penambahan tenaga bongkar untuk mengatasi kendala saat bongkar;
3. Operasional KKBW modifikasi;
4. Peningkatan efektivitas WPKA (Waktu Peredaran Kereta Api) KA Barapati dari semula 0,78 menjadi 0,71 hari;
5. Pencabutan taspas (pembatas kecepatan) wilayah Divre III;
6. Penambahan SF semula 30 GB menjadi 32 GB.

Pada KA Baratarahan relasi Tanjung Enim-Tarahan dilakukan optimasi melalui:

1. Minimalisir kendala alat produksi *loading unloading* (TLS dan RCD)
2. Pencabutan taspas (pembatas kecepatan) wilayah Divre IV dan peningkatan kecepatan operasional KA;
3. Peningkatan efektivitas WPKA dari 1,92 menjadi 1,82 hari;
4. Optimasi penambahan SF 61.

Untuk optimalisasi operasional kereta api, PT Bukit Asam (Persero) dan PT Kereta Api Indonesia (Persero) melakukan integrasi data aplikasi RCS dan CISEA. Integrasi ini memudahkan pemantauan proses *loading* dan *unloading* batubara serta proses pengangkutan batubara.

Hasil inovasi sepanjang 2024, volume angkutan batubara PT Bukit Asam (Persero) tahun 2024 sebanyak 35.431.526 ton naik sebesar 9% dari kinerja volume tahun 2023.

3. Synergy of Cooperation with partners creates effective services

Innovation of synergy of cooperation with coal partners, namely PT Bukit Asam (Persero), creates more effective coal transportation services. On the Barapati Train, the Tanjung Enim-Kertapati route includes:

1. Minimizing constraints on production equipment loading and unloading TLS (Train Loading System) as well as Affron;
2. Addition of unloading personnel to overcome constraints during the unloading process;
3. Modified KKBW operations;
4. Increasing the WPKA (Train Circulation Time) effectiveness of the Barapati Train from 0.78 to 0.71 days;
5. Revocation of speed limiter in the Regional Division III area;
6. Addition of SF from 30 GB to 32 GB.

On the Baratarahan Train, Tanjung Enim-Tarahan route, optimization was carried out through:

1. Minimizing constraints on loading and unloading production equipment (TLS and RCD);
2. Revocation of speed limits in Regional Division IV and increasing operational speed of trains;
3. Increasing the WPKA effectiveness from 1.92 to 1.82 days;
4. Optimization of the addition of SF 61.

To optimize train operations, PT Bukit Asam (Persero) and PT Kereta Api Indonesia (Persero) implement the RCS and CISEA application data integration in order to facilitate monitoring of the coal loading and unloading process as well as the coal transportation process.

For the innovation results throughout 2024, the volume of coal transportation by PT Bukit Asam (Persero) in 2024 was 35,431,526 tons, which increased by 9% from the volume performance in 2023.

KAI bertekad untuk terus melakukan pengembangan inovasi agar dapat menjawab kebutuhan pelanggannya dan meningkatkan daya saing. Melalui strategi ini, KAI dapat menjaga kelangsungan usahanya sekaligus memberikan kontribusi kepada perekonomian nasional negara serta mendukung transportasi massal, ekonomi, dan pariwisata nasional.

Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan [OJK F.27] [GRI 3-3, 416-1, 416-2]

KAI mengutamakan keselamatan pelanggan dalam setiap operasionalnya karena insiden keselamatan dapat berpengaruh pada reputasi dan kepercayaan publik terhadap perusahaan. Menjaga keselamatan pelanggan diwujudkan KAI melalui berbagai upaya, antara lain menjalankan prinsip *zero accident*, sertifikasi petugas operasional, menjaga protokol keamanan, serta melakukan evaluasi keamanan pada seluruh (100%) produk dan jasa.

KAI telah menerapkan standar keselamatan, kesehatan, dan keamanan bagi para pelanggan dan mitra. Upaya ini sebagai pemenuhan aspek kesehatan dan keselamatan pelanggan berdasarkan Keputusan Menteri Perhubungan No. KM 2 Tahun 2024 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Kewajiban Pelayanan Publik (PSO) Angkutan Orang dengan Kereta Api Kelas Ekonomi Tahun 2024, serta Keputusan Menteri Perhubungan No. KM 5 Tahun 2024 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Angkutan Perintis Tahun 2024.

Beberapa upaya yang dilakukan KAI untuk meningkatkan keselamatan dan keamanan sebagai berikut:

1. Inspeksi keselamatan di seluruh Daop, Divre, Balai Yasa serta Anak Perusahaan. Pada Tahun 2024 realisasi pelaksanaan inspeksi mencapai 99,4% atau sejumlah 9.233 lokasi inspeksi dari yang diprogramkan sebanyak 9.291 lokasi. Pelaksanaan inspeksi keselamatan yang dilaksanakan oleh Tim Safety Inspector salah satunya bertujuan untuk mengidentifikasi bahaya yang dapat membahayakan perjalanan kereta api, keselamatan kerja dan pencemaran lingkungan serta memberikan rekomendasi perbaikan atas hasil inspeksi yang dilakukan;
2. Pelaporan bahaya keselamatan melalui aplikasi SRI dari tahun 2020 hingga 22 Juni 2025 sudah sebanyak 276.965 hazard. Dengan persentase tindak lanjut sebanyak 98,62%.

KAI strives to continue developing innovations to meet the needs of its customers and increase competitiveness. Through this strategy, KAI can maintain its business continuity while contributing to the country's national economy and supporting mass transportation, economy, and national tourism.

Products/Services Evaluated for Customer Safety [OJK F.27] [GRI 3-3, 416-1, 416-2]

KAI prioritizes customer safety in each of its operations, as safety incidents can impact the Company's reputation and public trust. KAI realizes customer safety through various efforts, including implementing the zero-accident principle, certifying operational officers, maintaining security protocols, and conducting security evaluations on all (100%) products and services.

KAI has implemented safety, health, and security standards for customers and partners. The company adheres to customer health and safety aspects based on the Minister of Transportation Decree No. KM 2 of 2024 regarding the Assignment to PT Kereta Api Indonesia (Persero) to Provide Public Service Obligations (PSO) for Economy Class Passenger Transport in 2024, and the Minister of Transportation Decree No. KM 5 of 2024 regarding the Assignment to PT Kereta Api Indonesia (Persero) to Provide Pioneer Transport in 2024.

The following are some efforts made by KAI to improve safety and security:

1. Carrying out safety inspections throughout the Operational Areas, Regional Divisions, Railway Workshops, and Subsidiaries. In 2024, the realization of inspection implementation reached 99.4% or a total of 9,233 inspection locations from those programmed of 9,291 locations. Safety inspections carried out by the Safety Inspector Team are implemented to identify hazards that can endanger train travel, work safety, and environmental pollution, as well as provide recommendations for the inspection results carried out;
2. Reporting of safety hazards through the SRI application from 2020 to June 22, 2025, has reached 276,965 hazards, with a follow-up percentage of 98.62%.

3. Audit Internal Sistem Manajemen Keselamatan Perkeretaapian dilaksanakan di wilayah PT KAI sesuai dengan Permenhub 69 tahun 2018. Pada tahun 2024 telah dilakukan audit internal di 14 wilayah Daerah Operasi, Divisi Regional, Balai Yasa Sarana dan Prasarana. Audit Internal SMKP di Daop/Divre maupun Balai Yasa di tahun 2024 dilaksanakan dengan kategori tingkat yang beragam. Pemenuhan SMKP dengan kategori tingkat Lanjutan (218 kriteria) berlaku pada Daop 3 Cirebon, Daop 2 Bandung, Daop 4 Semarang, Daop 6 Yogyakarta, Divre II Sumatera Barat, Divre III Palembang, Balai Yasa Lahat, dan Balai Yasa Manggarai. Kemudian kategori tingkat Awal (117 kriteria) berlaku pada Balai Yasa Sintelis dan LAA Cikudapateuh, Balai Yasa Jembatan Kiaracandong, Balai Yasa Mekanik Jalan Rel Cirebonprujakan, dan Balai Yasa Mekanik Prabumulih. Selanjutnya, kategori tingkat Transisi (171 kriteria) hanya berlaku pada Divre I Sumatera Utara. Rincian informasi pemenuhan kriteria SMKP dapat dilihat dalam Lampiran II Permenhub Nomor 69 Tahun 2018 tentang Sistem Manajemen Keselamatan Perkeretaapian. Berdasarkan hasil audit internal yang telah dilaksanakan, tingkat pencapaian penerapan kriteria SMKP Kurang (0-59%) hanya didapati pada Balai Yasa Jembatan Kiaracandong. Untuk tingkat pencapaian penerapan kriteria SMKP di Daop/Divre dan Balai Yasa lainnya didapatkan hasil Baik (60%-84%). Selanjutnya tingkat pencapaian penerapan kriteria SMKP dengan kategori Memuaskan (85-100%) dicapai oleh Balai Yasa Pulubrayan.

Pada tahun 2024 juga telah dilakukan Audit Eksternal SMKP oleh Direktorat Jendral Perkeretaapian yang dilakukan di Kantor Pusat PT KAI dengan wilayah observasi antara lain: Daop 1 Jakarta, Daop 8 Surabaya, Daop 9 Jember dan Divre IV Tanjungkarang. Hasil yang dicapai oleh PT KAI dari Audit Eksternal Tingkat awal (127 kriteria) dengan dengan nilai penerapan 77,68% (Baik).

4. Identifikasi Bahaya dan Penilaian Risiko (IBPR)

3. Internal Audit of Railway Safety Management System is carried out in the PT KAI area under Regulation of Minister of Transportation No. 69 of 2018. In 2024, internal audits were conducted in 14 Operational Areas, Regional Divisions, and Facilities and Infrastructure Railway Workshops. Internal Audit of SMKP in Operational Areas/Regional Divisions and Railway Workshops in 2024 was carried out at various level categories. Fulfillment of SMKP with Advanced level category (218 criteria) applies to Operational Area 3 Cirebon, Operational Area 2 Bandung, Operational Area 4 Semarang, Operational Area 6 Yogyakarta, Regional Division II West Sumatera, Regional Division III Palembang, Lahat Railway Workshop, and Manggarai Railway Workshop. The Initial level category (117 criteria) then applies to Telecommunication and Electrical Signal Railway Workshop and Cikudapateuh Overhead Electricity Service Center, Kiaracandong Railway Bridge Workshop, Cirebonprujakan Railway Mechanical Workshop, and Prabumulih Railway Mechanical Workshop. Furthermore, the Transition level category (171 criteria) only applies to Regional Division I of North Sumatra. Detailed information on the fulfillment of SMKP criteria can be seen in Attachment II of the Regulation of Minister of Transportation Number 69 of 2018 concerning the Railway Safety Management System. Based on the internal audit results carried out, the achievement level of the SMKP criteria implementation of Less (0-59%) was only found at the Kiaracandong Railway Bridge Workshop. For the achievement level of the SMKP criteria implementation in the Operational Area/Regional Division and other Railway Workshops, the results were Good (60%-84%). Furthermore, the achievement level of the SMKP criteria implementation with the Satisfactory category (85-100%) was achieved by Pulubrayan Railway Workshop.

In 2024, an External Audit of SMKP was also carried out by the Directorate General of Railways, carried out at the PT KAI Head Office with observation areas including: Operational Area 1 Jakarta, Operational Area 8 Surabaya, Operational Area 9 Jember, and Regional Division IV Tanjungkarang. The results achieved by PT KAI from the Initial Level External Audit (127 criteria) with an implementation value of 77.68% (Good).

4. Hazard Identification and Risk Assessment (IBPR)

5. Investigasi Kecelakaan Kereta Api (KKA) dan Non Kecelakaan Kereta Api (NKKA) dilakukan untuk mengetahui akar penyebab masalah sehingga kejadian yang sama tidak terulang Kembali di tempat yang sama dan ditempat lainnya. Adapun pada tahun 2024 telah dilakukan Investigasi KKA sejumlah 5 kejadian dan Investigasi KKA sejumlah 8 kejadian.

Upaya KAI melaksanakan komitmennya dalam memastikan keamanan produk dan jasa serta keselamatan pelanggan membawa hasil positif dengan tidak terdapatnya insiden ketidakpatuhan terkait dampak kesehatan dan keselamatan produk/jasa. **[GRI 2-27]**

Lebih lanjut, KAI juga mengupayakan pemenuhan aspek kesehatan dan keselamatan pelanggan pada angkutan kereta api barang, dengan merujuk pada ketentuan Peraturan Menteri Perhubungan Nomor PM 48 tahun 2014 tentang Tata Cara Pemuatan, Penyusunan, Pengangkutan, dan Pembongkaran Barang dengan Kereta Api dan aturan perubahannya.

KAI senantiasa memastikan keamanan perjalanan kereta api dengan melakukan evaluasi sarana dan prasarana secara rutin dan konsisten. Pada sarana, sebelum beroperasi, petugas sarana melakukan pengecekan dan memastikan kelayakan kereta, gerbong, dan lokomotif. Pengecekan harian dilakukan sebelum sarana digunakan hingga pengecekan enam bulanan, tahunan, dua tahunan, dan empat tahunan untuk pengecekan yang semakin kompleks dan menyeluruh. Begitu juga dengan prasarana seperti jalur dan rel kereta api. Pemeriksaan rutin setiap hari dilakukan oleh Petugas Pemeriksa Jalur (PPJ) yang memastikan kondisi jalur yang akan dilewati kereta api aman dan bebas dari gangguan.

Untuk meningkatkan kepuasan para mitra, KAI terus melakukan inovasi dan peningkatan keamanan angkutan barang. KAI menjalankan protokol kesehatan dalam bentuk memberikan fasilitas tempat cuci tangan dan *hand sanitizer* di wilayah Terminal serta peningkatan pengawasan dengan memasang CCTV pada lokasi tempat muat dan bongkar. KAI juga memastikan petugas keamanan bertugas di wilayah yang dianggap rawan untuk memastikan keamanan barang terutama angkutan peti kemas. Kami juga memastikan tersedianya APAR di Kereta Bagasi dan timbangan yang sudah ditera guna mendukung kelancaran proses pengangkutan retail. Terakhir, memastikan petugas menggunakan APD dan melakukan pekerjaan sesuai dengan SOP yang ada.

5. Investigations of Train Accidents (KKA) and Non-Train Accidents (NKKA) are conducted to discover the root cause of the problem, thus the same incident does not happen again in the same place or other places. In 2024, KKA Investigations were conducted for 5 incidents, and KKA Investigations for 8 incidents.

KAI's commitment to ensuring the safety of our products and services, and ultimately customer safety, is evidenced by the absence of non-compliance incidents related to the health and safety impacts of our products/services. **[GRI 2-27]**

Furthermore, KAI strives to fulfill the health and safety aspects of customers in freight train transportation, by adhering to the provisions of the Minister of Transportation Regulation No. PM 48 of 2014 concerning the Procedures for Loading, Arranging, Transporting, and Unloading Goods by Train and its amendments.

KAI always ensures rail travel safety through regular and consistent evaluations of facilities and infrastructure. With facilities, before operation, trains, train cars, and locomotives must be checked and deemed fit for use by Rolling Stock officers. Daily checks are conducted before use, as well as more complex and comprehensive checks every six months, annually, biennially, and quadrennially. Similarly, infrastructure such as tracks and railway lines are inspected daily by Track Inspectors (PPJ) to ensure the tracks are safe and free from obstructions.

To increase partner satisfaction, KAI continuously innovates and enhances the safety of freight transport. Health protocols implemented by KAI include providing handwashing facilities and hand sanitizers at terminals, increasing surveillance by installing CCTV at loading and unloading locations, and ensuring security personnel are stationed in vulnerable areas to ensure the safety of goods, especially container transport. We also ensure the availability of fire extinguishers (APAR) in baggage cars and calibrated scales to support the smooth retail transportation process. Lastly, we ensure that employees use personal protective equipment (PPE) and perform their duties according to existing SOPs.

Komitmen KAI dalam memprioritaskan kesehatan dan keselamatan pelanggan mitra bertujuan untuk memberikan produk dan jasa yang tidak hanya unggul namun juga aman kepada seluruh pelanggan. Atas dasar itu, KAI senantiasa mengutamakan penerapan standarisasi keselamatan, kesehatan, dan keamanan bagi seluruh pelanggan dan mitra usaha, dan secara terus-menerus mewujudkan peningkatan layanan kereta api pada seluruh layanannya. KAI memastikan bahwa semua (100%) petugas keamanan kami telah dilatih dalam menerapkan prosedur keamanan yang memperhatikan hak asasi manusia. **[GRI 410-1]** Berikut pelatihan terkait aspek HAM yang diikuti oleh pekerja sepanjang tahun 2024:

KAI's commitment to prioritizing the health and safety of customers and partners is aimed at providing products and services that are not only excellent but also safe for all customers. With this understanding, KAI consistently prioritizes the implementation of safety, health, and security standards for all customers and business partners, continuously improving railway services across all its offerings. KAI ensures that all (100%) of our security personnel are trained in security procedures that respect human rights. **[GRI 410-1]** The following is training related to human rights aspects that employees will participate in throughout 2024:

Nama Pelatihan / Training Name	Waktu dan Tempat / Time and Place	Jumlah Peserta / Number of Participants
Human Resources Management for Non HR	27 Februari-4 Maret 2024 / February 27 - March 4, 2025	Eksternal

Dampak Produk/Jasa [OJK F.28]

KAI mengidentifikasi dampak produk dan jasanya serta mengelompokkan dampak-dampak tersebut menjadi dampak positif dan negatif. Hal ini dilakukan guna memastikan bahwa setiap produk dan jasa yang dihasilkan telah mengikuti peraturan dan kebijakan yang berlaku dengan memiliki informasi label dan/atau penjelasan dari pekerja kami yang akurat dan dapat dimengerti oleh seluruh pelanggan KAI, khususnya terkait keamanan dan dampak lingkungan atau sosial yang mungkin timbul dari penggunaan produk atau jasa.

Product/Service Impacts [OJK F.28]

KAI identifies the impacts of its products and services and categorizes these impacts into positive and negative effects, which is done to ensure that every product and service produced adheres to applicable regulations and policies by having label information and/or explanations from our employees that are accurate and can be understood by all KAI customers, especially regarding safety and environmental or social impacts that might occur from the use of products or services.

Adapun dampak positif dari produk dan jasa kereta api, antara lain menjadi solusi mobilitas masyarakat yang berkapasitas massal dan ramah lingkungan. Kereta api penumpang satu gerbongnya dapat mengangkut 175 penumpang bahkan dapat lebih dari itu karena kereta Jabodetabek di jam pergi dan pulang kerja hingga mencapai satu juta penumpang setiap harinya.

The positive impacts of railway products and services include providing a high-capacity and environmentally friendly mobility solution for the community. For passenger transport, one carriage can carry 175 passengers, and even more, especially for commuter trains in the Greater Jakarta area during peak hours, reaching up to one million passengers daily.

Sedangkan pada angkutan barang satu gerbong mampu mengangkut 50 ton barang atau seukuran 2 truk kontainer. Bahkan, satu rangkaian KA angkutan batu bara di Sumatra bagian selatan dapat menarik 60 gerbong atau 3.000 ton sekaligus, yang jika diangkut dengan truk membutuhkan kurang lebih 120 truk. Pemilihan kereta api sebagai angkutan penumpang dan barang dinilai lebih efisien dan ramah lingkungan karena rendah emisi dan polusi.

Meanwhile, for freight transport, one carriage can carry 50 tons of goods, equivalent to two container trucks. In South Sumatra, a coal transport train can pull 60 carriages or 3,000 tons at once, which would require approximately 120 trucks if transported by road. Choosing rail transport for passengers and goods is more efficient and environmentally friendly due to its low emissions and pollution.

Selain itu, kereta api dapat menjadi solusi efektif untuk mengatasi kemacetan, terutama di kota-kota besar. Pemanfaatan kereta api sebagai moda transportasi massal dapat mengurangi volume kendaraan di jalan raya, sehingga berpotensi mengurangi kemacetan dan polusi udara.

Dampak positif lainnya, keberadaan KAI menyerap tenaga kerja dan bekerjasama dengan pemasok lokal. Dampak positif dari produk dan jasa KAI menciptakan distribusi nilai ekonomi yang mampu meningkatkan ekonomi masyarakat, melalui penghematan biaya transportasi.

Di sisi lain, dampak negatif dari kegiatan operasional kereta api, antara lain terdapatnya kemungkinan dampak lingkungan dan khususnya perlintasan sebidang jalur kereta api tanpa izin dan/atau tanpa penjaga, yang dapat menghadirkan risiko terjadinya kecelakaan. Di samping itu, perlintasan sebidang tanpa izin dan tanpa penjaga menghadirkan dampak lain berupa kemacetan kendaraan termasuk kendaraan yang melintas baik menuju ataupun dari arah stasiun.

Dalam rangka menekan dampak negatif pada aktivitas bisnisnya, KAI senantiasa memastikan keamanan dan kualitas layanannya dengan mengacu pada berbagai standar dan sertifikasi nasional dan dunia, antara lain:

- a. ISO 27001:2013 Sistem Manajemen Keamanan Informasi
- b. ISO 9001:2015 Sistem Manajemen Mutu
- c. ISO 14001:2015 Sistem Manajemen Lingkungan
- d. SMK3

Sementara itu KAI juga melakukan upaya mengurangi dan memulihkan dampak negatif terhadap hak asasi manusia dalam operasionalnya, KAI mengimplementasikan berbagai langkah. Beberapa diantaranya adalah: (1) Memberikan pelatihan dan edukasi kepada pekerja tentang pentingnya hak asasi manusia dan bagaimana mengimplementasikannya dalam tugas sehari-hari. Ini termasuk pelatihan tentang anti diskriminasi, kesetaraan gender, dan hak-hak pekerja. (2) Layanan konsultasi untuk memastikan bahwa korban mendapatkan keadilan dan pemulihan yang layak, serta untuk mencegah terjadinya kembali pelanggaran hak asasi manusia di masa depan.

Komitmen kuat KAI dalam mengelola dampak membawa pencapaian positif dengan tidak terdapatnya insiden ketidakpatuhan regulasi yang berlaku terkait informasi produk dan jasa atau menyangkut pemasaran yang KAI lakukan pada tahun 2024. **[GRI 2-27, 417-1, 417-2, 417-3]**

Furthermore, trains can be an effective solution to traffic congestion, especially in large cities. Using trains as a mode of mass transportation can reduce the number of vehicles on the roads, potentially reducing congestion and air pollution.

Another positive impact is that KAI absorbs labor and collaborates with local suppliers. The positive impact of KAI products and services creates a distribution of economic value that can stimulate economic growth in the community through transportation cost savings.

On the other hand, the negative impacts of railway operations include potential environmental impacts and, specifically, unauthorized and/or unguarded railway crossings, which pose accident risks. Moreover, unauthorized and unguarded crossings cause other issues such as traffic congestion, including vehicles crossing to or from the station.

KAI always ensures the security and quality of its services to reduce the negative impact on its business activities by referring to various national and international standards and certifications, including:

- a. ISO 27001:2013 Information Security Management System
- b. ISO 9001:2015 Quality Management System
- c. ISO 14001:2015 Environmental Management System
- d. OHSMS

Meanwhile, KAI also makes efforts to reduce and restore negative impacts on human rights in its operations by implementing various steps, which include: (1) Providing training and education to employees on the importance of human rights and how to implement them in their daily duties. This includes training on anti-discrimination, gender equality, and employees' rights. (2) Offering consultation services to ensure that victims receive appropriate justice and recovery, as well as to prevent future human rights violations.

KAI's strong commitment to risk management resulted in no incidents of non-compliance with applicable regulations related to product and service information or marketing conducted by KAI in 2024. **[GRI 2-27, 417-1, 417-2, 417-3]**

Insiden Ketidakpatuhan terkait Keamanan atau Keselamatan atas Penggunaan Produk/Jasa [GRI 416-2]

Untuk memastikan kegiatan operasional KAI berjalan sesuai dengan peraturan dan perundang-undangan yang berlaku, secara berkala KAI melakukan penelaahan terhadap perkembangan peraturan perundang-undangan dan standar *best practices*, mencakup terkait aspek keamanan atau keselamatan pelanggan dalam penggunaan produk/jasa Perseroan. Di samping itu, KAI juga telah menerapkan mekanisme untuk memantau penerapan peraturan perundang-undangan dan standar *best practices* keamanan atau keselamatan pelanggan di lingkungan Perseroan, serta memastikan bahwa regulasi yang berlaku senantiasa diterapkan secara efektif. Sepanjang tahun 2024 tidak terdapat insiden ketidakpatuhan berkenaan dengan keamanan dan keselamatan penggunaan produk/jasa KAI. [GRI 2-27]

Jumlah Produk yang Ditarik Kembali [OJK F.29]

KAI senantiasa memastikan seluruh produk dan jasa perkeretaapian terjamin keamanan dan kelancarannya. Upaya tersebut berdampak dengan tidak terdapatnya produk atau jasa KAI yang ditarik kembali selama tahun 2024. Sepanjang tahun 2024 pada prasarana, terdapat kondisi rel terpasang yang rusak dan perlu diganti. Volume total penggantian rel existing pada tahun 2024 mencapai 473.950 meter. Penggantian ini dilakukan karena kondisi rel mengalami *defect*, aus, korosi, serta untuk mengakomodasi peningkatan jumlah kereta yang lebih tinggi. Sementara pada sisi sarana, terdapat gangguan operasional yang menyebabkan penarikan kembali sebanyak 102 kali pada lokomotif, dengan penyebab dominan adalah gangguan Traksi Motor (TM) dan *Fuel Transfer Pump* (FTP). Selain itu, gangguan operasional pada prasarana terjadi sebanyak 235 kali, dengan penyebab dominan adalah gangguan rel

Kebijakan dalam Menjaga Kerahasiaan Data Pelanggan [GRI 3-3, 418-1]

Implementasi teknologi informasi digital dapat menciptakan efisiensi operasional dan kenyamanan pelanggan. Namun di sisi lain, teknologi digital memiliki banyak kerentanan, terutama dalam terkait keamanan siber, kerentanan perangkat lunak, dan risiko data pribadi. Hal ini menjadi perhatian utama KAI dalam menjaga keamanan dan kerahasiaan data atau informasi pribadi pelanggan.

Incidents of Non-Compliance Concerning the Safety or Security of Product/Service Use [GRI 416-2]

To guarantee that KAI's operations proceed in line with applicable laws and regulations, KAI periodically reviews the development of laws and regulations as well as best practice standards, including aspects related to customer safety or security in the use of the Company's products/services. Furthermore, KAI implements the necessary mechanisms to monitor the application of laws and regulations and best practice standards for customer safety or security within the Company, ensuring that applicable regulations are always effectively implemented. There were no incidents of non-compliance concerning the safety and security of KAI's products/services in 2024. [GRI 2-27]

Number of Products Recalled [OJK F.29]

KAI consistently strives to ensure the safety and reliability of all railway products and services. These efforts resulted in no KAI products or services being recalled during 2024. Throughout 2024 on the infrastructure, there were installed rail conditions that were damaged and needed to be replaced. The total volume of existing rail replacement in 2024 reached 473,950 meters. The replacement was necessary due to defects, wear, corrosion, and to accommodate the increased number of trains. Meanwhile, on the equipment side, 102 operational disruptions led to locomotive recalls, primarily due to issues with the Traction Motor (TM) and Fuel Transfer Pump (FTP). Additionally, there were 235 operational disruptions to infrastructure mainly due to railway disruption.

Policy on Maintaining Customer Data Confidentiality [GRI 3-3, 418-1]

The implementation of digital information technology can enhance operational efficiency and customer convenience. However, on the other hand, digital technology has many vulnerabilities, namely related to cybersecurity, software vulnerabilities, and personal data risks, making it KAI's main concern to maintain the security and confidentiality of customer data or personal information.

KAI menerapkan komitmen untuk menjaga kerahasiaan data pribadi masing-masing pelanggan secara ketat, antara lain melalui penggunaan Access by KAI. Kebijakan terkait kerahasiaan data pelanggan yang diterapkan oleh KAI telah disosialisasikan melalui artikel “Kebijakan Privasi” yang tersedia pada Access by KAI.

KAI juga mengimplementasikan teknologi digital *Face Recognition Boarding Gate* pada saat pelanggan melakukan *boarding pass*. Teknologi ini dilengkapi kamera untuk mengidentifikasi dan memvalidasi identitas penumpang melalui wajah yang datanya sudah diintegrasikan dengan data tiket kereta. Melalui implementasi inovasi ini, pelanggan KA Jarak Jauh tidak perlu repot lagi menunjukkan berbagai dokumen pribadi seperti *boarding pass* fisik, *e-boarding pass*, ataupun KTP.

Registrasi *Face Recognition* dapat dilakukan melalui Access by KAI maupun di stasiun. Registrasi di stasiun dapat dilakukan pada mesin *Check-in Counter* (CIC) atau melalui petugas layanan khusus di stasiun. Bagi penumpang yang menghendaki *boarding* dengan *Face Recognition* akan terlebih dahulu diminta persetujuan pada proses pendaftarannya, baik pendaftaran di Access by KAI ataupun di stasiun.

Untuk memastikan keamanan informasi pelanggan, KAI mengimplementasikan Sistem Manajemen Keamanan Informasi berstandar internasional ISO 27001 tentang Standardisasi Manajemen Keamanan Informasi. Data penting pelanggan seperti nama, Nomor Induk Kependudukan (NIK), dan foto wajah akan disimpan pada infrastruktur KAI dan hanya dipergunakan untuk proses *Face Recognition Boarding Gate* secara digital. Data privasi pelanggan akan disimpan dalam waktu 1 tahun dan dihapus oleh sistem setelahnya. KAI juga memberikan hak kepada pelanggan yang ingin mengajukan penghapusan data dirinya sewaktu-waktu melalui Access by KAI atau dengan mengajukan penghapusan data kepada petugas Customer Service di stasiun.

Komitmen KAI menjaga kerahasiaan pelanggan sesuai dengan Undang-Undang Nomor 27 tahun 2022 tentang Pelindungan Data Pribadi. Komitmen tersebut juga merupakan bentuk pemenuhan regulasi pemerintah bahwa penyelenggara sistem elektronik untuk pelayanan publik harus menerapkan sistem manajemen pengamanan informasi seperti tertera pada Peraturan Pemerintah Republik Indonesia Nomor 71

KAI implements the commitment to heavily maintain the confidentiality of each customer's personal data, including through the use of the Access by KAI application. The policy related to customer data confidentiality which is implemented by KAI has been communicated through the “Privacy Policy” article available on the Access by KAI application.

KAI also implements the Face Recognition Boarding Gate technology for customers during the boarding process. This technology is equipped with cameras to identify and validate passenger identities through facial recognition, with data integrated with the train ticket information. Through the implementation of this innovation, Long-Distance Train passengers do not need to present various documents such as physical boarding passes, e-boarding passes, or ID cards.

The Face Recognition registration process can be completed either through the Access by KAI application or at the station. Registration at the station can be done at the Check-in Counter (CIC) machines or with the help of special service personnel. Passengers who wish to board with Face Recognition will first be asked for approval during the registration process, either by registering on the Access by KAI application or at the station.

To ensure customer information security, KAI implements an Information Security Management System compliant with the international ISO 27001 standard for Information Security Management. Important data such as names, National Identity Numbers (NIK), and facial photos are stored on KAI's infrastructure and are used solely for the Face Recognition Boarding Gate process in a digital format. Passenger privacy data will be retained for one year and then deleted by the system. Passengers also have the right to request data deletion at any time after registration through the Access by KAI app or by contacting Customer Service at the station.

KAI's commitment to maintaining customer data confidentiality aligns with Law No. 27 of 2022 on Personal Data Protection, and such commitment is also a form of government regulation fulfillment that electronic system operators for public services to implement information security management systems as stated in Government Regulation of the Republic of Indonesia No. 71 of 2019

Tahun 2019 tentang Penyelenggaraan Sistem dan Transaksi Elektronik, Peraturan Badan Siber dan Sandi Negara (BSSN) Nomor 8 Tahun 2020 tentang Sistem Pengamanan dalam Penyelenggaraan Sistem Elektronik, dan Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.

Untuk memperkuat implementasi kebijakan menjaga kerahasiaan pelanggan, KAI memiliki kebijakan internal yang mengatur penjagaan kerahasiaan data pelanggan, yang termuat di dalam Manajemen Keamanan Data berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.K/KL.104/VIII/1/KA-2022 tentang Pedoman Tata Kelola Data (Data Governance) Direktur Keuangan dan Manajemen Risiko dan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KK.303/IV/1/KA-2025 tentang Penerapan Pelindungan Data Pribadi.

Di samping memiliki kebijakan internal, KAI di tahun 2024 juga melakukan *Information Technology Maturity and Capability Assessment* berdasarkan *Control Objectives for Information and Related Technology* (COBIT) 2019 dengan nilai 3,76 dari 5 untuk 33 GAMO. KAI telah menerapkan *cyber security tools* terbaik dan memiliki *IT Security Operation Center* yang dapat mengidentifikasi dan menangani ancaman keamanan siber secepat mungkin sebelum kerusakan signifikan terjadi. Untuk memperkuat upaya pencegahan insiden siber, KAI membentuk Tim Tanggap Insiden Siber yang sudah terintegrasi dengan BSSN melalui Keputusan Direksi SK.U.KO.101/VII/3/KA-2023. Perseroan secara rutin melakukan pemantauan ketat terkait keamanan informasi yang meliputi aspek *confidentiality*, *integrity*, dan *availability*. Sampai dengan 31 Desember 2024, KAI tidak menerima pengaduan pelanggaran privasi pelanggan.

Pengukuran Standar Layanan Penyediaan Produk/Jasa dan Publikasi Hasilnya

KAI berkomitmen memprioritaskan keselamatan dan kenyamanan pelanggan pada seluruh layanan yang ditawarkan. Sebagai wujud nyata dari komitmen tersebut, KAI memahami pentingnya sosialisasi standar layanan kepada pelanggan agar pemenuhan standar pelayanan dapat terlaksana secara efektif. Secara rutin KAI memantau dan mengevaluasi standar layanan bagi pelanggan untuk menjamin keamanan dan keandalan layanan.

on Electronic System and Transaction Implementation, Regulation of the National Cyber and Crypto Agency (BSSN) No. 8 of 2020 on Security Systems in Electronic System Implementation, and Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems.

To strengthen the implementation of customer confidentiality policies, KAI has an internal policy regulating the maintenance of customer data confidentiality, as outlined in the Data Governance guidelines based on the Board of Directors Regulation No. PER.K/KL.104/VIII/1/KA-2022 on Data Governance, overseen by the Finance and Risk Management Director and the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER.U/KK.303/IV/1/KA-2025 concerning the Implementation of Personal Data Protection.

In addition to having an internal policy, in 2024, KAI conducted an Information Technology Maturity and Capability Assessment according to Control Objectives for Information and Related Technology (COBIT) 2019, scoring 3.76 for 33 GAMOs. KAI has implemented top-tier cybersecurity tools and maintains an IT Security Operation Center to identify and address cyber threats promptly before significant damage occurs. Recognizing the reality of cybersecurity threats, KAI manages cyber incidents through an Incident Response Team integrated with BSSN, as stipulated in the Board of Directors Decree SK.U.KO.101/VII/3/KA-2023. The Company continuously ensures controls related to information security, focusing on confidentiality, integrity, and availability. As of December 31, 2024, KAI did not receive any complaints related to customer privacy violations.

Measurement of Service Standards for Product/Service Provision and Publication of Results

KAI is committed to prioritizing customer safety and comfort in each service provided. As a real manifestation of this commitment, KAI understands the importance of disseminating service standards to customers to ensure effective implementation. Periodically, KAI reviews service standards for customers as a continuous effort to ensure service safety and reliability.

Selain itu, KAI juga mempublikasikan standar layanan yang diterapkan bagi pelanggan yang disampaikan melalui berbagai media, antara lain website kai.id, sosial media, laporan tahunan dan kanal keterbukaan informasi publik. Dengan demikian, masyarakat dapat memperoleh informasi yang diperlukan, kecuali data yang sifatnya dikecualikan menurut undang-undang.

Pengukuran standar pelayanan angkutan penumpang, dilakukan berdasarkan dua aspek utama yaitu stasiun dan kereta, dengan pengukuran standar pelayanan dilakukan pada dimensi fisik dan nonfisik. Dimensi fisik adalah layanan yang memiliki wujud atau bersifat *tangible*, sedangkan dimensi non-fisik adalah layanan yang tidak memiliki wujud atau bersifat *intangible* namun tetap memiliki dampak yang besar pada kepuasan pelanggan, dan seluruh aspek tersebut dilakukan pengukuran dalam bentuk Survei Kepuasan Pelanggan yang dilakukan dua kali dalam setahun.

Standar layanan yang dibuat oleh KAI senantiasa memperhatikan seluruh lingkaran pelayanan yang dimiliki, misalnya dalam pelayanan angkutan penumpang, KAI memiliki standar layanan bahkan sebelum pelanggan memulai perjalanan atau pra perjalanan, selama perjalanan, sampai dengan purna perjalanan. KAI memiliki layanan yang dapat digunakan pelanggan sebelum perjalanan, seperti website kai.id dan Access by KAI yang memuat informasi dan prosedur perjalanan dengan kereta api. KAI juga mempunyai layanan *Contact Center 121* yang meliputi sosial media, e-mail, telepon, dan pesan teks. Setelah itu, saat pelanggan akan melakukan perjalanan, KAI memiliki standar layanan mulai dari *gate parkir* stasiun keberangkatan, proses layanan di stasiun dan kereta, sampai dengan pelanggan tiba di tujuan dan meninggalkan area stasiun.

KAI juga memiliki layanan purna-perjalanan, yaitu *Lost and Found*. Layanan ini untuk membantu pelanggan yang kehilangan barang atau memiliki barang yang tertinggal di area stasiun atau kereta. Pelanggan dapat melaporkan kehilangan kepada petugas stasiun atau melalui *Contact Center KAI 121*.

Selain itu, terdapat sejumlah layanan lain yang disediakan KAI, dengan semuanya memiliki standar layanan atau *Service Level Agreement (SLA)* yang terukur dan selalu terevaluasi dengan baik.

Moreover, KAI has published the service standards applied to customers through the website kai.id, social media, the annual report, and public information disclosure channels, as media where the public can obtain any necessary information, except for data excluded by laws.

The passenger transport service standards at KAI are measured based on two main aspects, namely stations and trains, with service standard measurements conducted on both physical and non-physical dimensions. The physical dimension includes tangible services, while the non-physical dimension includes intangible services that still have a significant impact on customer satisfaction, and all these aspects are measured through a Customer Satisfaction Survey conducted twice a year.

Service standards created by KAI always consider the entire circle of service, such as in passenger transport services, KAI has service standards even before the journey begins (pre-journey), during the journey, and post-journey. KAI has various services available to customers before starting their journey, including the availability of the website kai.id and the Access by KAI application, which contain information and procedures for train travel. Additionally, KAI offers the *Contact Center 121* service, which includes social media, email, telephone, and text messages. When customers are about to travel, KAI has service standards from the departure station parking gate, and service processes at the station and on the train, to the point where customers arrive at their destination and leave the station area.

Additionally, KAI has post-journey services, namely *Lost and Found*. This service is to help customers who lose items or have items left behind in the station or train area. Customers can report the loss to station officers or through the *KAI 121 Contact Center*.

Additionally, KAI provides several other services, all of which have measurable service standards or *Service Level Agreements (SLAs)* that are regularly evaluated.



Survei Kepuasan Pelanggan [OJK F.30]

Untuk meningkatkan kualitas layanan dan menjaga kepercayaan pelanggan, KAI senantiasa melakukan evaluasi, yang dilakukan melalui riset pasar secara berkala setiap semester pada beberapa stasiun kereta di kota-kota besar Jawa dan Sumatra. Riset pasar dilaksanakan melalui wawancara langsung kepada responden, untuk menilai sejumlah aspek terkait kereta api dan stasiun. Pada riset tersebut, kami meminta penilaian layanan kereta api kepada masyarakat. Penilaian tersebut mencakup sejumlah aspek, yang meliputi aspek fisik dan non fisik di stasiun dan kereta api. Di stasiun aspek fisik meliputi fasilitas dan bangunan, aspek non fisik meliputi informasi dan keramahan petugas. Sementara itu di kereta api aspek fisik meliputi fasilitas dan sarana, aspek non fisik meliputi informasi dan keramahan petugas.

Atas dasar penilaian tersebut, pada semester II dan II tahun 2024 survei kepuasan pelanggan KAI berhasil mencapai skor *Customer Satisfaction Index* (CSI) masing-masing sebesar 4,51 dan 4,49 dari skala 1 (sangat tidak puas) sampai skala 5 (sangat puas). KAI juga melakukan evaluasi dalam rangka meningkatkan pelayanan kepada pelanggan untuk periode selanjutnya. Hasil survei tersebut selanjutnya akan dijadikan dasar bagi KAI untuk menyusun prioritas perbaikan untuk periode berikutnya.

Customer Satisfaction Survey [OJK F.30]

To improve service quality and maintain customer trust, KAI consistently conducts evaluations, conducted through periodic market research every semester at several train stations in major cities in Java and Sumatra. Market research is conducted through direct interviews with respondents to assess several aspects related to trains and stations. In this research, we ask the public to evaluate train services. This assessment covers several aspects, including physical and non-physical aspects of the station and train. At the station, physical aspects include facilities and buildings, while non-physical aspects include information and staff friendliness. Meanwhile, on the train, physical aspects include facilities and infrastructure, and non-physical aspects include information and staff friendliness.

Based on this assessment, in the first and second semesters of 2024, KAI's customer satisfaction survey managed to achieve *Customer Satisfaction Index* (CSI) scores of 4.51 and 4.49, respectively, on a scale of 1 (very dissatisfied) to a scale of 5 (very satisfied). KAI also conducts an evaluation to improve customer service for the next period. The survey results will then be used as a basis for KAI to set improvement priorities for the next period.

Assurance Oleh Pihak Eksternal [OJK G.1] [GRI 2-5]

External Assurance [OJK G.1] [GRI 2-5]

Untuk memastikan kualitas dan keandalan informasi Laporan Keberlanjutan ini, KAI menunjuk PT Superintending Company of Indonesia (SUCOFINDO) sebagai pihak yang menyediakan jasa *independent assurance* untuk Laporan Keberlanjutan periode 1 Januari 2024–31 Desember 2024. Proses penunjukan pihak penyedia jasa *independent assurance* dilakukan melalui mekanisme tender dengan mempertimbangkan kredibilitas, pengalaman kerja, serta kapabilitas yang dimiliki. KAI tidak memiliki hubungan kerja lain dengan SUCOFINDO selain hubungan dan penugasan dalam proses pemeriksaan laporan ini.

To ensure the quality and reliability of information within the Sustainability Report, KAI appointed PT Superintending Company of Indonesia (SUCOFINDO) as a party providing independent assurance services for the Sustainability Report for the period of January 1, 2024–December 31, 2024. The process of appointing the independent assurance service provider is carried out through a tender mechanism by considering credibility, work experience, and capabilities. KAI does not have any other collaborations with SUCOFINDO other than the relationship and assignment in the process of examining this report.

Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya [OJK G.3]

Response to Feedback on the Previous Year's Sustainability Report [OJK G.3]

Kendati demikian, kami akan terus meningkatkan kualitas Laporan Keberlanjutan Perseroan agar dapat memenuhi kepentingan para pemangku kepentingan.

Nevertheless, we will continue to improve the quality of the Company's Sustainability Report in order to meet the interests of stakeholders.

Lembar Umpan Balik [OJK G.2]

Feedback Form [OJK G.2]

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Kereta Api Indonesia (Persero) tahun 2024. Untuk meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan melingkari salah satu jawaban dan mengisi titik-titik yang tersedia, kemudian mengirimkannya kepada kami.

Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan yang dilakukan oleh Perseroan:

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan Perseroan:

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami.

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap.

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus?

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Thank you for reading the 2024 Sustainability Report of PT Kereta Api Indonesia (Persero) tahun 2024. To improve the content of the Sustainability Report in the upcoming years, we would like to ask you to fill out this Feedback Form by circling one of the answers and writing in the available space and return the form to us.

This Sustainability Report has provided clear information regarding the economic, social and environmental performance carried out by the Company:

This Sustainability Report has provided clear information regarding the fulfillment of the Company's social and environmental responsibilities:

The material and data in this Sustainability Report are easy to understand.

The material and data in this Sustainability Report are sufficiently comprehensive.

Are the designs, layout, graphics and photos in this Sustainability Report good?

Lembar Umpan Balik Feedback Form

Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

.....

Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

.....

Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?

.....

Identitas Pengirim:

Nama :

Email :

Identifikasi menurut kategori pemangku kepentingan :

- Pelanggan
- Pemegang saham
- Pekerja & Serikat Pekerja
- Pemerintah dan Regulator
- Kreditur
- Masyarakat Lokal di Lingkungan Operasional Perusahaan
- Kontraktor & Mitra Kerja
- Media Massa & LSM
- Lain-lain, sebutkan.....

What is the most useful information from this Sustainability Report?

.....

What information is considered lacking in this Sustainability Report?

.....

What information is considered lacking in this Sustainability Report and needs to be added to the next Sustainability Report?

.....

Sender Identity:

Name :

Email :

Identification by stakeholder category:

- Customer
- Shareholders
- Employees & Employees Union
- Government and Regulators
- Creditor
- Local Communities in the Company's Operational Environment
- Contractors & Partners
- Mass Media & NGOs
- Others, please specify.....

Mohon formulir ini dikirimkan kembali ke:/ Please send this form back to:

PT Kereta Api Indonesia (Persero)

Jl. Perintis Kemerdekaan No. 1, Bandung 40117

PO Box 1163 Bandung 40000, Indonesia.

Telp : (022) 4230031, 4230039, 4230054

Fax : (022) 4203342 ext. 10039

E-mail : dokumen@kai.id

Media Sosial

WhatsApp : 0811-1211-1121
Facebook : Kereta Api Kita, KAI121
Twitter : @Kereta Apikita, @kai121
Instagram : @Kereta Apikita, @kai121_
Youtube : Kereta Api Kita
TikTok : @kai121_
Podcast : Sahabat KAI

Social Media

WhatsApp : 0811-1211-1121
Facebook : Kereta Api Kita, KAI121
Twitter : @Kereta Apikita, @kai121
Instagram : @Kereta Apikita, @kai121_
Youtube : Kereta Api Kita
TikTok : @kai121_
Podcast : Sahabat KAI

Indeks Referensi SEOJK NO.16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan atau Perusahaan Publik

iSEOJK Reference Index No.16/SEOJK.04/2021 on The Form and Content of Annual Reports of Public Companies

No.	Kriteria / Criteria	Halaman / Page
I. BENTUK LAPORAN TAHUNAN / THE FORM OF ANNUAL REPORT		
A.	Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik.	✓
B.	Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	✓
C.	Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	✓
D.	Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam Portable Document Format (PDF).	✓
II. ISI LAPORAN TAHUNAN / THE CONTENT OF ANNUAL REPORT		
A.	Laporan Tahunan paling sedikit memuat: 1. Ikhtisar Data Keuangan Penting; 2. Informasi Saham (jika ada); 3. Laporan Direksi; 4. Laporan Dewan Komisaris; 5. Profil Emiten atau Perusahaan Publik; 6. Analisis dan Pembahasan Manajemen; 7. Tata Kelola Emiten atau Perusahaan Publik; 8. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik; 9. Laporan Keuangan Tahunan yang Telah Diaudit; dan 10. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan.	✓
III. URAIAN ISI LAPORAN TAHUNAN / THE DETAIL OF THE CONTENT OF ANNUAL REPORT		
A.	Ikhtisar Data Keuangan Penting	Key Financial Highlights
	Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: 1. Pendapatan/penjualan; 2. Laba bruto; 3. Laba (rugi); 4. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non-pengendali; 5. Total laba (rugi) komprehensif; 6. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non-pengendali; 7. Laba (rugi) per saham; 8. Jumlah aset; 9. Jumlah liabilitas; 10. Jumlah ekuitas; 11. Rasio laba (rugi) terhadap jumlah aset; 12. Rasio laba (rugi) terhadap ekuitas; 13. Rasio laba (rugi) terhadap pendapatan/penjualan; 14. Rasio lancar; 15. Rasio liabilitas terhadap ekuitas; 16. Rasio liabilitas terhadap jumlah aset; dan 17. Informasi dan rasio keuangan lainnya yang relevan.	Financial highlights shall be presented in comparison between 3 (three) fiscal years or since the business started if the Issuer or Public Company starts its business less than 3 (three) years, at least include: 1. Net sales; 2. Gross profit; 3. Profit (loss); 4. Total profit (loss) attributable to owners of parent entity and non-controlling interest; 5. Total comprehensive profit (loss); 6. Total comprehensive profit (loss) attributable to owners of parent entity and non-controlling interest; 7. Earnings per share; 8. Total assets; 9. Total liabilities; 10. Total equity; 11. Return on assets; 12. Return on equity; 13. Return on net sales; 14. Current ratio; 15. Liabilities to equity ratio; 16. Liabilities to assets ratio, and 17. Other relevant information and financial ratio.
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No.	Kriteria / Criteria	Halaman / Page
B.	Informasi Saham	Share Information
	Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:	Share information of Public Company shall at least include:
1.	Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: a. Jumlah saham yang beredar; b. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan; c. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; d. Volume perdagangan pada bursa efek tempat saham dicatatkan. Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	The issued shares shall be reported every quarter in a form of a comparison of the last two fiscal years that shall include: a. number of issued shares; b. market capitalization based on the price on the stock exchange where the shares are listed; c. highest, lowest, and closing price based on the price on the stock exchange where the share is listed; d. trading volume based on the stock exchange where the share is listed. Information point b), c) and d) is only disclosed if the shares are listed on the stock exchange;
2.	Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: a. Tanggal pelaksanaan aksi korporasi; b. Rasio pemecahan saham, penggabungan saham, dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham; c. Jumlah saham beredar sebelum dan sesudah aksi korporasi; d. Jumlah efek konversi yang dilaksanakan (jika ada); dan e. Harga saham sebelum dan sesudah aksi korporasi.	In regards to corporate action that causes changes in shares, such as stock split, reverse stock, dividends, bonus shares, changes in nominal value of shares, issuance of conversion bonds, as well as capital additions and subtraction, share highlights as stated in poin 1) shall be added some explanation at least about: a. Corporate action dates; b. Ratio of stock split, reverse stock, dividends, bonus share, total convention bonds issued, and changes in nominal value of shares; c. Total number of issued shares before and after the corporate action; d. Total convention bonds issued (if any); and e. Share price before and after the corporate action.
3.	Dalam hal terjadi penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham tersebut; dan	In the event of a share suspension or delisting during fiscal year, provide the explanation for the share suspension and or delisting; and
4.	Dalam hal penghentian sementara perdagangan saham sebagaimana dimaksud pada poin 3) dan/atau proses pembatalan pencatatan saham masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham tersebut.	In the event of a shares suspension and or the shares delisting as stated in point 3) are still going on until the end of the period of the Annual Report, provide explanation of actions taken to settle the shares suspension and or delisting.
C.	Laporan Dewan Komisaris	The Board of Directors' Report
1.	Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	The evaluation of the Board of Directors' performance in managing the Issuer or Public Company, as well as the Board of Commissioners' supervision during the formulation and implementation of the Issuer's or Public Company's strategies by the Board of Directors;
2.	Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan	The view on the business outlook of the Issuer or Public Company prepared by the Board of Directors; and
3.	Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	The view on the corporate governance implementation of the Issuer or Public Company.
D.	Laporan Direksi	The Board of Directors' Report
	Laporan Direksi paling sedikit memuat uraian singkat mengenai:	The Board of Directors' report shall at least include:
1.	kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: a. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik; b. Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; c. Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; d. Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan e. Kendala yang dihadapi Emiten atau Perusahaan Publik;	The performance of the Issuer or Public Company, at least including: a. Strategies and policies of the Issuer or Public Company; b. Role of the Board of Directors in formulating the Issuer's or Public Company's strategies and strategic policies; c. Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategies; d. Comparison between achievement and target of the Issuer or Public Company; and e. Challenges faced by the Issuer or Public Company;

No.	Kriteria / Criteria	Halaman / Page
2.	Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	The overview of business outlook of the Issuer or Public Company; and 67-69
3.	Penerapan tata kelola Emiten atau Perusahaan Publik.	The corporate governance implementation of the Issuer or Public Company. 69-73
E.	Profil Emiten atau Perusahaan Publik	Profile of the Issuer or Public Company
	Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:	The profile of the Issuer or Public Company shall at least include:
1.	Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	Name of the Issuer or Public Company including if there were change of name, reason of the change and the effective date of the name change in fiscal year; 100
2.	Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: a. Alamat; b. Nomor telepon; c. Alamat surat elektronik; dan d. Alamat situs web.	The access to the Issuer or Public Company, including branch or representative office that allow public to obtain information about the Issuer or Public Company, including: a. Address; b. Phone number; c. Email address; and d. Website link. 100
3.	Riwayat singkat Emiten atau Perusahaan Publik;	Brief history of the Issuer or Public Company; 104-105
4.	Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan atau nilai-nilai perusahaan;	Vision and mission of the Issuer or Public Company as well as corporate culture or corporate values; 106-107
5.	Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	Line of business in accordance with the latest article of association, operating business activities in the financial year, as well as generated products and offered services; 108-115
6.	Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan;	The operational area of the Issuer or Public Company; the intended operational area is the area where operational activities are held or within the range of the company's operational activities; 116-117
7.	Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1(satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;	The organization structure of the Issuer or Public Company as seen in a chart, at least to one level below the Board of Directors including committee under the Board of Directors (if any) and committee under the Board of Commissioners along with names and positions; 124-125
8.	Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	List of membership in industrial associations in national or international scale which related with the implementation of sustainable finance; 122
9.	Profil Direksi, paling sedikit memuat: a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; b. Foto terbaru; c. Usia; d. Kewarganegaraan; e. Riwayat pendidikan dan/atau sertifikasi; f. Riwayat jabatan, meliputi informasi: • Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; • Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/ atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan h. Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut.	The Board of Directors profile, which shall at least include: a. Name and position in accordance with the duties and responsibilities; b. Latest photograph; c. Age; d. Nationality; e. Educational background and/or certification; f. Work experience, covering this following information: • The legal basis of appointment as the member of the board of directors of the issuer or public company; • Concurrent position, as a member of the board of directors, member of the board of commissioners, or member of committee and other position inside or outside the issuer or public company. Please disclose if the member of the board of directors doesn't have concurrent position. • Working experience with the time period both in and outside the issuer or public company. g. Affiliated relationship with other member of the Board of Directors, member of the Board of Commissioners, main shareholders, and controlling either directly or indirectly to the individual owner, the information shall be included the name of the affiliated parties. The Company have also to disclose the information if the member of the Board of Directors doesn't have affiliated relationship. h. The change in the composition of the Board of Directors and the reason of the change. If there were no change in the composition of the Board of Directors, a disclosure of this information is needed. 126-136

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10.	Profil Dewan Komisaris, paling sedikit memuat: - Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; - Foto terbaru; - Usia; - Kewarganegaraan; - Riwayat pendidikan dan/atau sertifikasi; - Riwayat jabatan, meliputi informasi: - Dasar hukum pengangkatan sebagai anggota Dewan Komisaris pada Emiten atau Perusahaan Publik yang bersangkutan; - Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/ atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan - Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut.	137-150
11.	Dalam hal terdapat perubahan susunan anggota Direksi dan/ atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	136-137, 149
12.	Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/ kontrak) dalam tahun buku. Pengungkapan informasi dapat disajikan dalam bentuk tabel.	118-121
13.	Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: - Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; - Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/ atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan - Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; - Informasi di atas dapat disajikan dalam bentuk tabel.	151-152
14.	Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	152

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15.	jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: a. Kepemilikan institusi lokal; b. Kepemilikan institusi asing; c. Kepemilikan individu lokal; dan d. Kepemilikan individu asing;	151
16.	Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	152
17.	Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama di mana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama. Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	153
18.	Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek di mana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham, penggabungan saham, dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	155-159
19.	Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada poin 18, yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/ imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	160
20.	Informasi penggunaan jasa Akuntan Publik dan Kantor Akuntan Publik beserta jaringan/asosiasi/ aliansinya meliputi: a. Nama dan alamat; b. Periode penugasan; c. Informasi jasa audit dan/atau non-audit yang diberikan; d. Biaya jasa audit dan/atau non-audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan e. Dalam hal akuntan publik dan kantor akuntan publik beserta jaringan/asosiasi/aliannya, yang ditunjuk tidak memberikan jasa non-audit, maka diungkapkan mengenai informasi tersebut; dan f. Pengungkapan informasi penggunaan jasa akuntan publik dan kantor akuntan publik beserta jaringan/ asosiasi/aliannya dapat disajikan dalam bentuk tabel.	160
21.	Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain Akuntan Publik dan Kantor Akuntan Publik.	161
F.	Analisis dan Pembahasan Manajemen	Management Analysis and Discussion
	Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	Management analysis and discussion shall include the analysis and discussion about financial report and other important information with an emphasis on material changes during the fiscal year, that include:
1.	Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: a. Produksi, yang meliputi proses, kapasitas, dan perkembangannya; b. Pendapatan/penjualan; dan c. Profitabilitas.	Operational review per business segment according to the type of industry of the Company, include: a. Production which include process, capacity and its development; b. Revenue/sales; and c. Profitability.

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2.	Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: a. Aset lancar, aset tidak lancar, dan total aset; b. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; c. Ekuitas; d. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan e. Arus kas.	199-227
3.	Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	227-228
4.	Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	229
5.	Struktur modal dan kebijakan manajemen atas struktur modal tersebut disertai dasar penentuan kebijakan dimaksud;	230-233
6.	Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: a. Tujuan dari ikatan tersebut; b. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut; c. Mata uang yang menjadi denominasi; dan d. Langkah yang direncanakan emiten atau perusahaan publik untuk melindungi risiko dari posisi mata uang asing yang terkait	232-233
7.	Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: a. Jenis investasi barang modal; b. Tujuan investasi barang modal; dan c. Nilai investasi barang modal yang dikeluarkan.	233
8.	Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	234-235
9.	Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	249-254
10.	Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: a. Pendapatan/penjualan; b. Laba (rugi); c. Struktur modal; atau d. Hal lainnya yang dianggap penting bagi emiten atau perusahaan publik;	254-256
11.	Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1(satu) tahun mendatang, mengenai: a. Pendapatan/penjualan; b. Laba (rugi); c. Struktur modal; d. Kebijakan dividen; atau e. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik.	254-256
12.	Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	197

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13.	Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: - Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; - Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non-kas; - Jumlah dividen per saham (kas dan/atau non-kas); dan - Jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal emiten atau perusahaan publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	237
14.	Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: - Dalam hal selama tahun buku, emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan - Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam peraturan otoritas jasa keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka emiten menjelaskan perubahan tersebut;	237-241
15.	Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi, restrukturisasi utang/ modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat: - Tanggal, nilai, dan objek transaksi; - Nama pihak yang melakukan transaksi; - Sifat hubungan afiliasi (jika ada); - Penjelasan mengenai kewajaran transaksi; - Pemenuhan ketentuan terkait; dan - Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), emiten atau perusahaan publik juga mengungkapkan informasi: - Pernyataan direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's-length principle</i>); dan - Peran dewan komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's-length principle</i>); - Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. - Untuk pengungkapan transaksi afiliasi dan/ atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan rups yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; dan - Dalam hal tidak terdapat transaksi afiliasi dan/ atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	241-246

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16.	Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	246-248	
17.	Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	248-249	
G.	Tata Kelola Emiten atau Perusahaan Publik	Corporate Governance of the Issuer or Public Company	
	Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	The corporate governance of the Issuer or Public Company shall at least include a brief description of:	
1.	Rapat Umum Pemegang Saham (RUPS), paling sedikit memuat: a. Informasi mengenai keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku meliputi: - Keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan - Keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; b. Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut	General Meeting of Shareholders (GMS), at least include: a. The information of the resolutions of the GMS in the fiscal year and 1(one) year prior the fiscal year include: - The resolution of the GMS in the fiscal year and 1(one) year prior the fiscal year that realized in the fiscal year; and - The resolution of the GMS in the fiscal year and one year prior of the fiscal year that has not been realized along with the reason. b. In the event that the Issuer or Public Company uses an independent party in the implementation of the GMS to calculate the votes, then this matter shall be disclosed.	267-275
2.	Direksi, paling sedikit memuat: a. Tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. b. Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi; c. Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. d. Pelatihan dan/atau peningkatan kompetensi anggota Direksi: - Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan - Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); e. Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: - Prosedur penilaian kinerja; dan - Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan f. Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	The Board of Directors, include: a. The Board of Directors duties and responsibilities; the information about each duties and responsibilities of the Board of Directors shall be presented in tabular form. b. A statement that the Board of Directors has guidelines or Board of Directors' charter; c. The policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS; information on the level of attendance of members of the Board of Directors at the meeting of the Board of Directors, the meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in tabular form. d. Training and/or competency improvement of members of the Board of Directors: - Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and - Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any); e. The evaluation of the Board of Directors on the performance of the committees that support the implementation of the duties of the Board of Directors in the fiscal year shall at least contain: - The performance evaluation procedure; - The criteria used, such as achievements, competency, attendance at meeting; and f. In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	275-303

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3.	Dewan Komisaris, paling sedikit memuat: - Tugas dan tanggung jawab Dewan Komisaris; - Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris; - Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. - Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: - Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan - Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada); - Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: - Prosedur pelaksanaan penilaian kinerja; - Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan - Pihak yang melakukan penilaian; dan - Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: - Prosedur penilaian kinerja; dan - Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat.	303-360
4.	Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: - Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan - Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: - Prosedur penetapan remunerasi Direksi dan Dewan Komisaris; - Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/ bonus dan lainnya; dan - Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	368-371
5.	Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: - Nama; - Dasar hukum pengangkatan Dewan Pengawas Syariah; - Periode penugasan Dewan Pengawas Syariah; - Tugas dan tanggung jawab Dewan Pengawas Syariah; dan - Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;	-

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6.	Komite Audit, paling sedikit memuat: - Nama dan jabatannya dalam keanggotaan komite; - Usia; - Kewarganegaraan; - Riwayat pendidikan; - Riwayat jabatan, meliputi informasi: - Dasar hukum penunjukan sebagai anggota komite; - Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Periode dan masa jabatan anggota komite audit; - Pernyataan independensi komite audit; - Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); - Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan - Pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (<i>charter</i>) komite audit;	373-380
7.	Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: - Nama dan jabatannya dalam keanggotaan komite; - Usia; - Kewarganegaraan; - Riwayat pendidikan; - Riwayat jabatan, meliputi informasi: - Dasar hukum penunjukan sebagai anggota komite; - Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Periode dan masa jabatan anggota komite; - Pernyataan independensi komite; - Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); - Uraian tugas dan tanggung jawab; - Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>); - Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; - Uraian singkat pelaksanaan kegiatan pada tahun buku; dan - Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: - Alasan tidak dibentuknya komite; dan - Pihak yang melaksanakan fungsi nominasi dan remunerasi;	381-389

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8.	Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: - Nama dan jabatannya dalam keanggotaan komite; - Usia; - Kewarganegaraan; - Riwayat pendidikan; - Riwayat jabatan, meliputi informasi: - Dasar hukum penunjukan sebagai anggota komite; - Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Periode dan masa jabatan anggota komite; - Pernyataan independensi komite; - Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan - Uraian tugas dan tanggung jawab; - Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite; - Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan - Uraian singkat pelaksanaan kegiatan komite pada tahun buku.	399-425
9.	Sekretaris Perusahaan, paling sedikit memuat: - Nama; - Domisili; - Riwayat jabatan, meliputi: - Dasar hukum penunjukan sebagai sekretaris perusahaan; dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Riwayat pendidikan; - Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan - Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku.	425-431
10.	Unit Audit Internal, paling sedikit memuat: - Nama kepala unit audit internal; - Riwayat jabatan, meliputi: - Dasar hukum penunjukan sebagai kepala unit audit internal; dan - Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; - Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); - Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; - Struktur dan kedudukan Unit Audit Internal; - Uraian tugas dan tanggung jawab; - Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) Unit Audit Internal; dan - Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/ atau Komite Audit;	431-445
11	Uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: - Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; - Tinjauan atas efektivitas sistem pengendalian internal; dan - Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	447-451

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12	Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: - Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; - Jenis risiko dan cara pengelolaannya; - Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan - Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	389-398, 451-466
13	Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: - Pokok perkara/gugatan; - Status penyelesaian perkara/gugatan; dan - Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	475-476
14	informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);	476
15	Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: - Pokok-pokok kode etik; - Bentuk sosialisasi kode etik dan upaya penegakannya; dan - Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	480-493
16	uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program</i>/MSOP) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program</i>/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program</i>/MSOP) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program</i>/ESOP), informasi yang diungkapkan paling sedikit memuat: - jumlah saham dan/atau opsi; - jangka waktu pelaksanaan; - persyaratan karyawan dan/atau manajemen yang berhak; dan - harga pelaksanaan atau penentuan harga pelaksanaan;	493
17	Uraian singkat mengenai kebijakan pengungkapan informasi mengenai: - Kepemilikan saham anggota direksi dan anggota dewan komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham perusahaan terbuka; dan - Pelaksanaan atas kebijakan dimaksud;	493
18	Uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik, paling sedikit memuat: - Cara penyampaian laporan pelanggaran; - Perlindungan bagi pelapor; - Penanganan pengaduan; - Pihak yang mengelola pengaduan; dan - Hasil dari penanganan pengaduan, paling sedikit: - Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan - Tindak lanjut pengaduan; dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (<i>whistleblowing system</i>), maka diungkapkan mengenai hal tersebut.	493-503

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19	Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: a. Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (<i>kickbacks</i>), <i>fraud</i>, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan b. Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	A description of the anti-corruption policy of the Company, at least containing: a. Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in the Issuer or Public Company; and b. Anti-corruption training/socialization to employees of the Issuer or Public Company; in the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy shall be explained.	467-475
20	Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: a. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau b. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). Pengungkapan informasi dapat disajikan dalam bentuk tabel.	Implementation of the Public Company governance guidelines for Issuers that issue equity securities or Public Company, including: a. A statement regarding the recommendations that have been implemented; and/or b. Explanation of recommendations that have not been implemented, along with reasons and alternative implementations (if any). Disclosure of information can be presented in tabular form.	510-513
H.	Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	Social and Environmental Responsibility of the Issuer or Public Company	
1.	Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (<i>Sustainability Report</i>) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat: a. Penjelasan strategi keberlanjutan; b. Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup); c. Profil singkat Emiten atau Perusahaan Publik; d. Penjelasan Direksi; e. Tata kelola keberlanjutan; f. Kinerja keberlanjutan; g. Verifikasi tertulis dari pihak independen, jika ada; h. Lembar umpan balik (<i>feedback</i>) untuk pembaca, jika ada; dan i. Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at most slightly load: a. Explanation of the sustainability strategy; b. An overview of sustainability aspects (economic, social, and environmental); c. Brief profile of the Issuer or Public Company; d. Explanation of the Board of Directors; e. Sustainability governance; f. Sustainability performance; g. Written verification from an independent party, if any; h. A feedback sheet for readers, if any; and i. The response of the Company to the previous year's report feedback;	√
2.	Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	The Sustainability Report as referred to point 1), must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for the Issuer and Public Company as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	√
3.	Informasi Laporan Keberlanjutan pada angka 1) dapat: a. Diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau b. Merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;	Information on the Sustainability Report in number 1) can: a. Be disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/ or b. Refer to other sections outside the social and environmental responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;	√

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4.	Laporan Keberlanjutan sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;	✓
5.	Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus: a. Memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan b. Disusun sesuai pedoman teknis penyusunan laporan keberlanjutan bagi emiten dan perusahaan publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	✓
6.	Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan	✓
7.	Penyampaian Laporan Keberlanjutan yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.	✓
I.	Laporan Keuangan Tahunan yang telah Diaudit.	Audited Annual Financial Statements. ✓
J.	Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan.	Letter of Statement of the Members of the Board of Directors and Members of the Board of Commissioners concerning the Responsibility of the Annual Report. ✓

Referensi Kriteria Annual Report Award (ARA)

Annual Report Award (ARA) Criteria Reference

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ANNUAL REPORT		
A.1.1	Uraian Isi Laporan Tahunan / Description of Contents of the Annual Report	
A.1.1.1	Laporan Keuangan Tahunan yang Telah Diaudit / Audited Annual Financial Report	✓
A.1.1.2	Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan / Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report	✓
A.1.2	Ikhtisar Data Keuangan Penting / Overview of Important Financial Data	
A.1.2.0	Informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun / Financial information presented in comparative form for 3 (three) fiscal years or since starting its business if the Company has carried out its business activities for less than 3 (three) years	27
A.1.2.1	Rasio laba (rugi) terhadap jumlah aset / Profit (loss) to total assets ratio	28
A.1.2.2	Rasio laba (rugi) terhadap ekuitas / Profit (loss) to equity ratio	28
A.1.2.3	Rasio laba (rugi) terhadap pendapatan/penjualan / Profit (loss) to revenue/sales ratio	28
A.1.2.4	Rasio lancar / Current ratio	28
A.1.2.5	Rasio liabilitas terhadap ekuitas / Liabilities to equity ratio	28
A.1.2.6	Rasio liabilitas terhadap jumlah aset / Liabilities to total assets ratio	28
A.1.2.7	Informasi dan rasio keuangan lainnya yang relevan dengan Perusahaan dan jenis industrinya / Other information and financial ratios relevant to the Company and its industry type	28
A.1.3	Informasi Saham (Jika Ada) / Share Information (If Any)	
A.1.3.1	Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir / Shares issued for each quarter are presented in the form of comparison for the last 2 (two) years	-
A.1.3.1.a	Jumlah saham yang beredar / Total outstanding shares	-
A.1.3.1.b	Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan / Market capitalization based on the price on the Stock Exchange where the securities are listed	-
A.1.3.1.c	Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan / The highest, lowest, and closing share price based on the Stock Exchange where the securities are listed	-
A.1.3.1.d	Volume perdagangan pada bursa efek tempat saham dicatatkan / Volume of trading on the Stock Exchange where the securities are listed	-
A.1.3.2	Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal / If of a corporate action that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the shares' nominal value, conversion securities issuance, as well as capital additions and deductions	-
A.1.3.3	Dalam hal terjadi penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut / If share trading temporary suspension (<i>suspension</i>) and/or shares delisting during the fiscal year, the shares' suspension and/or delisting reasons shall be explained	-
A.1.3.4	Dalam hal penghentian sementara perdagangan saham (<i>suspension</i>) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (<i>delisting</i>) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut / If the share trading temporary suspension as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading and/ or cancellation of the share listing (<i>delisting</i>) shall be explained	-

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A.1.4.1	Kinerja Perusahaan / Company Performance	54-60
A.1.4.1.a	Strategi dan Kebijakan Strategis Perusahaan / The strategy and strategic policy of the Company	60
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A.1.4.1.c	Proses yang dilakukan Direksi untuk memastikan implementasi strategi / The Process carried out by the Board of Directors to ensure the strategy implementation	63
A.1.4.1.d	Perbandingan antara hasil yang dicapai dengan yang ditargetkan Perusahaan / Comparison between the results achieved and those targeted by the Company	54-55
A.1.4.1.e	Kendala yang dihadapi / Constraints faced by the Company	65
A.1.4.2	Gambaran tentang prospek usaha Perusahaan / Business prospects overview of the Company	67
A.1.4.3	Penerapan governansi Perusahaan / Governance implementation of the Company	69
A.1.5	Laporan Dewan Komisaris / Board of Commissioners Report	78
A.1.5.1	Penilaian terhadap kinerja direksi mengenai pengelolaan Perusahaan, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Perusahaan / Board of Directors' performance evaluation regarding the Company' management, including the supervision of the Board of Commissioners in the strategies formulation and implementation	78
A.1.5.2	Pandangan atas prospek usaha Perusahaan yang disusun oleh Direksi/ View on the business prospects of the Company prepared by the Board of Directors	86
A.1.5.3	Pandangan atas penerapan governansi Perusahaan / View on the Company's application of governance	88
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B.B.2	Pengungkapan kerangka governansi, pengelolaan dan pengendalian aspek perpajakan di perusahaan (GRI) / Disclosure of governance framework, management and control of tax aspects in companies (GRI)	-
	Penjelasan:/ Explanation: Terkait dengan struktur tata kelola, pengelolaan, dan pengendalian aspek perpajakan di Perseroan, telah tercantum dalam Laporan Keberlanjutan. / The governance structure, management and control of taxation aspects in the Company have been stated in the Sustainability Report.	-
B.B	Pertanyaan Penalti / Penalty Question	-
B.C.1	Tanggal penerbitan Laporan Keuangan Tahunan (ASEAN CG Score Card B.D.1.1 & Peraturan OJK) / Date of publication of Annual Financial Report (ASEAN CG Score Card B.D.1.1 & OJK Regulations)	-
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B.C.2	Tanggal penerbitan Laporan Tahunan (ASEAN CG Score Card B.D.1.1 & Peraturan OJK) / Annual Report publication date (ASEAN CG Score Card B.D.1.1 & OJK Regulations)	-
B.C.3	Opini auditor independen atas laporan keuangan perusahaan / Independent auditor's opinion on the company's financial statements	-
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B.C.6	Apakah telah terjadi pelanggaran hukum apa pun yang berkaitan dengan masalah perburuhan/ ketenagakerjaan/ konsumen/ kepailitan/ komersial/ persaingan atau lingkungan (P.C.1.1) / Are there any legal violations related to labor/employment/consumer/insolvency/ commercial/competition or environmental issues? (P.C.1.1)	-
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Daftar Pengungkapan Sesuai POJK 51/POJK.03/2017 [OJK G.4]

List of Disclosures According to POJK 51/POJK.03/2017 [OJK G.4]

No. Indeks/ Indices No.	Pengungkapan / Disclosure	Pengungkapan Informasi atau Posisi / Information or Position Disclosure
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SURAT PERNYATAAN ANGGOTA DIREKSI DAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2024 PT KERETA API INDONESIA (PERSERO)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Kereta Api Indonesia (Persero) tahun 2024 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Bandung, June 2025 / Bandung, June, 2025

DIREKSI

Board of Directors



Didiek Hartantyo

Direktur Utama
President Director



Hadis Surya Palapa

Direktur Niaga
Managing Director of Commerce



Awan Hermawan Purwadinata

Direktur Operasi
Managing Director of Operation



Heru Kuswanto

Direktur Pengelolaan Prasarana
Managing Director of Infrastructure



John Robertho

Direktur Perencanaan Strategis dan
Pengelolaan Sarana
Managing Director of Strategic Planning
and Rolling Stock Management



Dadan Rudiansyah

Direktur Keselamatan dan Keamanan
Managing Director of Safety and Security



Rosma Handayani

Direktur SDM dan Umum
Managing Director of Human Capital
and General Affairs



Rudi As Aturridha

Direktur Pengembangan Usaha dan
Kelembagaan
Managing Director of Business
Development and Institutional Relations



Salusra Wijaya

Direktur Keuangan dan Manajemen Risiko
Managing Director of Finance and Risk
Management

THE BOARD OF DIRECTORS' AND THE BOARD OF COMMISSIONERS' STATEMENT OF RESPONSIBILITY FOR THE 2024 ANNUAL REPORT OF PT KERETA API INDONESIA (PERSERO)

We, the undersigned, hereby declare that all information in the 2024 Annual Report of PT Kereta Api Indonesia (Persero) have been presented completely and we are thus fully responsible for the truthfulness of the contents in this Annual Report and Financial Report of the Company.

This statement has been made truthfully.

Bandung, June 2025 / Bandung, June, 2025

DEWAN KOMISARIS
Board of Commissioners

Said Aqil Siroj
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

Rochadi
Komisaris Independen
Independent Commissioner

Endang Tirtana
Komisaris
Commissioner

Johan Sirait
Komisaris Independen
Independent Commissioner

Diah Natalisa
Komisaris
Commissioner

Chairul Anwar
Komisaris
Commissioner

Sri Paduka Mangkoenagoro X
Komisaris
Commissioner

Mohamad Risal Wasal
Komisaris
Commissioner



Laporan Keuangan

Financial Report





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**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK / AND SUBSIDIARIES**

Laporan Keuangan Konsolidasian untuk Tahun-tahun yang Berakhir
pada 31 Desember 2024 dan 2023

*Consolidated Financial Statements for the Years Ended
December 31, 2024 and 2023*

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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN PADA
TANGGAL 31 DESEMBER 2024 DAN 2023
PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT LETTER
RELATING TO THE RESPONSIBILITY ON
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2024 AND 2023
PT KERETA API INDONESIA (PERSERO)
AND ITS SUBSIDIARIES**

Kami yang bertanda tangan di bawah ini:

We the undersigned:

1. Nama	:	Didiek Hartantyo	:	Name
Alamat kantor	:	Jl. Perintis Kemerdekaan No. 1, Bandung	:	Office address
Alamat rumah	:	Taman Lebak Bulus III No.5	:	Residential address
		Cilandak, Jakarta Selatan		
Telepon	:	+62 22 4230031	:	Telephone
Jabatan	:	Direktur Utama / President Director	:	Title
2. Nama	:	Salusra Wijaya	:	Name
Alamat kantor	:	Jl. Perintis Kemerdekaan No. 1, Bandung	:	Office address
Alamat rumah	:	Jl. Turi III No 11	:	Residential address
		Kebayoran Baru, Jakarta Selatan		
Telepon	:	+62 22 4230039	:	Telephone
Jabatan	:	Direktur Keuangan dan Manajemen Risiko /	:	Title
		Director of Finance and Risk Management		

menyatakan bahwa:

declare that:

1 Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Kereta Api Indonesia (Persero) ("Perusahaan") dan Entitas Anaknya;	1 We are responsible for the preparation and presentation of the consolidated financial statements of PT Kereta Api Indonesia (Persero) ("Company") and Its Subsidiaries;
2 Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;	2 The consolidated financial statements of Company and Its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3 a. Semua informasi dalam laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah dimuat secara lengkap dan benar;	3 a. All information in consolidated financial statements of Company and Its Subsidiaries have been disclosed in a complete and truthful manner;
b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;	b. The consolidated financial statements of Company and Its Subsidiaries do not contain misleading material information or facts, and do not omit material information and facts;
4 Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan dan Entitas Anaknya.	4 We are responsible for the Company and Its Subsidiaries's internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement letter is made truthfully.

Atas nama dan mewakili Direksi / For and on behalf of the Board of Directors
Bandung, 18 Juni / June 18, 2025



Didiek Hartantyo
Direktur Utama / President Director

Salusra Wijaya
Direktur Keuangan dan Manajemen Risiko /
Director of Finance and Risk Management

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Registered Public Accountants

Nomor/Number : 01008/2.1030/AU.1/06/0645-3/1/VI/2025RSM Indonesia
Plaza ASIA, Level 10
Jl. Jend. Sudirman Kav. 59
Jakarta 12190 IndonesiaT +62 21 5140 1340
F +62 21 5140 1350

www.rsm.id

**Laporan Auditor Independen/
Independent Auditor's Report**Pemegang Saham, Dewan Komisaris dan Direksi/
*The Shareholders, Board of Commissioners, and Directors***PT Kereta Api Indonesia (Persero)****Opini**

Kami telah mengaudit laporan keuangan konsolidasian PT Kereta Api Indonesia (Persero) dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion

We have audited the consolidated financial statements of PT Kereta Api Indonesia (Persero) and its Subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at December 31, 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

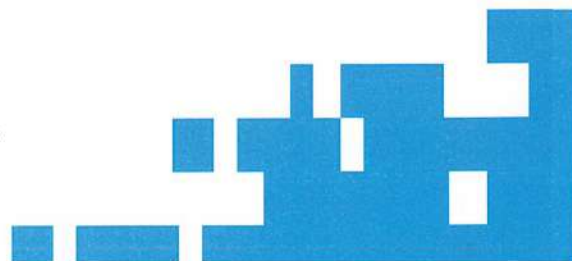
Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

i

Amir Abadi Jusuf, Aryanto, Mawar & Rekan, Registered Public Accountants is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

Licence: KMK No.477/KM.1/2015
Registered at the Indonesia Financial Services Authority (OJK)

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian tahun berjalan. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Penyelesaian Tagihan Track Access Charge ("TAC") dan Infrastructure Maintenance Operation ("IMO")

Sesuai dengan Anggaran Dasar PT Kereta Api Indonesia (Persero) ("Perusahaan"), maksud dan tujuan Perusahaan adalah melakukan usaha di bidang transportasi, khususnya perkeretaapian. Sesuai peraturan yang berlaku, Grup memiliki kewajiban atas penggunaan dan pemeliharaan prasarana tersebut kepada Pemerintah berupa biaya TAC yang ditagihkan atas penggunaan prasarana, yang perhitungan biayanya mengacu pada Keputusan Menteri Perhubungan No. KM 179 Tahun 2024 tentang Penetapan Besaran Satuan Biaya Penggunaan Prasarana dan Besaran Faktor Prioritas pada Perhitungan Biaya Penggunaan Prasarana Perkeretaapian Milik Negara ("KM 179/2024"). Disamping itu, terkait dengan pemeliharaan prasarana yang digunakan tersebut, Perusahaan berhak untuk memperoleh penggantian biaya-biaya pemeliharaan berupa IMO.

Dalam Catatan 10, 21, 40, dan 52 atas laporan keuangan konsolidasian terlampir, telah diungkapkan jumlah beban dan tagihan belum dibayar atas TAC selama tahun 2024 dan pendapatan IMO tahun 2023 yang masih akan diterima serta upaya Perusahaan untuk mendapatkan keringanan atas tagihan terutang TAC tahun 2024 dan penyelesaian pendapatan IMO tahun 2023 yang masih akan diterima. Upaya-upaya tersebut telah dilakukan Perusahaan untuk mendapatkan persetujuan dari Kementerian-Kementerian terkait. Mempertimbangkan penyelesaian tagihan TAC tahun 2024 dan pendapatan IMO tahun 2023 yang masih akan diterima memerlukan waktu yang panjang, kami menaruh perhatian signifikan atas penyelesaian tagihan TAC dan pendapatan IMO yang masih akan diterima serta atas jumlah-jumlah yang dilaporkan pada tanggal 31 Desember 2024.

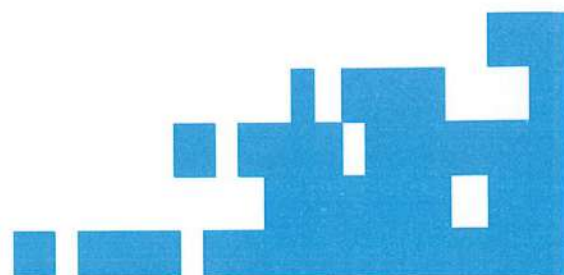
Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Bill Settlement of Track Access Charge ("TAC") and Infrastructure Maintenance Operation ("IMO")

In accordance with PT Kereta Api Indonesia (Persero)'s ("the Company") Articles of Association, the purpose and objective of the Company are to conduct business in the transportation sector, especially railways. In accordance with applicable regulations, the Group has an obligation for the use of the infrastructure to the Government in the form of TAC fees, which are billed for the use of infrastructures, whose cost calculation refers to the Decree of the Minister of Transportation No. KM 179 of 2024 concerning Determination of the Unit Cost of Infrastructure Use and the Priority Factor in Calculating the Cost of Using State-Owned Railways Infrastructures ("KM 179/2024"). In addition, relates to the maintenance of the infrastructures used, the Company has the right to seek reimbursement for maintenance costs in the form of IMO.

In Notes 10, 21, 40, and 52 to the accompanying consolidated financial statements, the amount of TAC charges and payable during 2024 and 2023's accrued IMO income have been disclosed, along with the Company's efforts to obtain relief for the 2024's TAC payable and the resolution for 2023's accrued IMO income. These efforts have been undertaken by the Company to obtain approval from the relevant Ministries. Considering that the settlement of the 2024's TAC charges and the 2023's accrued IMO income requires a long period of time to obtain certainty regarding the amount of the invoices, we have significant concerns on the resolution of the TAC charges and the accrued IMO income, and the amounts reported as at December 31, 2024.



Oleh karena tersebut di atas dan signifikansi jumlah tagihan TAC yang diajukan keringanan dan pendapatan IMO yang masih akan diterima, kami memerlukan bukti audit yang lebih persuasif dan relevan dengan melakukan prosedur-prosedur audit yang mencakup, antara lain:

- Pemahaman dan pengevaluasian desain dan implementasi pengendalian internal grup terkait proses pengestimasian biaya TAC;
- Pengujian substantif bagaimana manajemen menghitung biaya TAC berdasarkan peraturan yang berlaku, meliputi pengujian terhadap relevansi dan kehandalan data yang digunakan, ketepatan penggunaan metode dan konsistensi asumsi yang mendasari estimasi tersebut;
- Pengujian akurasi perhitungan biaya TAC dan pendapatan IMO;
- Pengujian substantif bagaimana manajemen mengukur nilai kini pendapatan IMO tahun 2023 yang masih akan diterima berdasarkan asumsi yang digunakan dalam estimasi tersebut;
- Pengiriman surat konfirmasi utang TAC dan piutang IMO tahun 2023 kepada DJKA, mendapatkan balasannya dan mencocokkan dengan pencatatan di Perusahaan;
- Diskusi dan konsultasi dengan para pemangku kepentingan terkait perhitungan biaya TAC dan penerapan KM 179/2024 serta penerapan Peraturan Presiden Republik Indonesia No. 33 Tahun 2024 tentang Kewajiban Pelayanan Publik dan Subsidi Angkutan Perintis Bidang Perkeretaapian, Biaya Penggunaan Prasarana Perkeretaapian;
- Evaluasi perubahan keadaan dan kejadian setelah tanggal pengukuran biaya TAC dan IMO hingga tanggal laporan keuangan konsolidasian ini diterbitkan; dan
- Pengevaluasian kecukupan pengungkapan TAC dan IMO pada catatan atas laporan keuangan konsolidasian.

Pengungkapan Grup mengenai TAC ini dijelaskan dalam Catatan 2w, 21, 40, dan 50 serta pengungkapan Perusahaan mengenai IMO dijelaskan pada Catatan 2w, 10, 39 dan 52 atas laporan keuangan konsolidasian terlampir.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan tahun 2024 diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

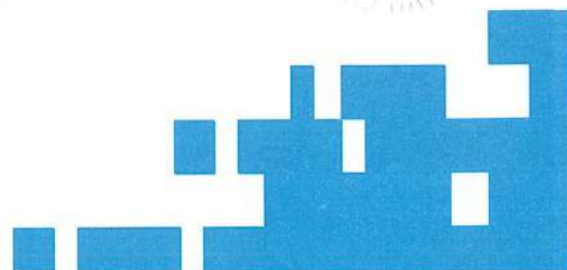
Due to above matters and the significance of the amount of the TAC billings proposed for relief and the accrued IMO income, we require more persuasive and relevant audit evidence by performing the audit procedures, among others:

- *Understanding and evaluating the design and implementation of group internal controls regarding the process for estimating the TAC fee;*
- *Substantive testing of how the management calculates TAC fee based on applicable regulations, including testing of the relevance and reliability of the data used, the accuracy of the method used and the consistency of the assumptions on which the estimate are based;*
- *Testing the accuracy of TAC fee and IMO revenue calculations;*
- *Substantive testing of how management measured the present value of 2023's accrued IMO income along with the assumptions used for the estimate;*
- *Send TAC payable and 2023's IMO receivable confirmation letter to DJKA, obtain the confirmation reply and match it with the the Company's books;*
- *Discussions and consultations with relevant stakeholders regarding TAC fee calculations and implementation of KM 179/2024 and implementation of Presidential Regulation of the Republic of Indonesia No. 33 of 2024 concerning Public Service Obligations and Subsidies for Pioneer Transportation in the Railway Sector, Fees for Use of Railway Infrastructure;*
- *Evaluation of changes in circumstances and events after the TAC and IMO fee measurement date to the issuance date of these consolidated financial statements; and*
- *Evaluation of the adequacy of disclosures of TAC and IMO in the notes to the consolidated financial statements.*

The Group's disclosures regarding the TAC are explained in Notes 2w, 21, 40, and 50 and the Company's disclosures regarding the IMO are explained in Note 2w, 10, 39 and 52 to the accompanying consolidated financial statements.

Other information

Management is responsible for the other information. The other information comprises the information contained in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The 2024 annual report is expected to be made available to us after the date of this auditor's report.



Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan tahun 2024, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan peraturan perundang-undangan yang berlaku atau Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

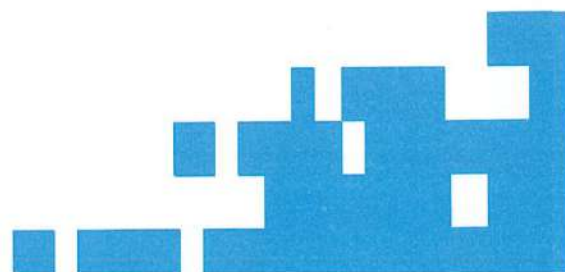
When we read the 2024 annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations or Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.



Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

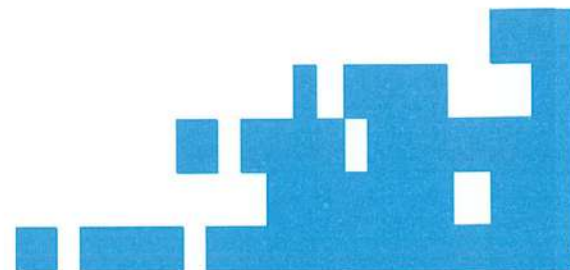
- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or*



yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian tahun ini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang

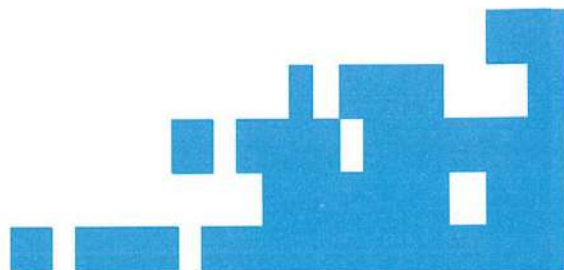
conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when,



pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

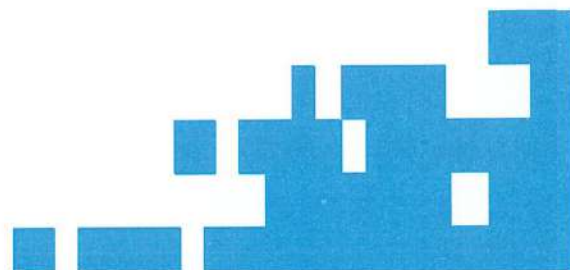
Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Dedy Sukrisnadi

Nomor Izin Akuntan Publik: AP.0645/
Public Accountant License Number: AP.0645

Jakarta, 18 Juni 2025/June 18, 2025



**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**
Tanggal 31 Desember 2024 dan 2023
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

**PT KERETA API INDONESIA (PERSERO)
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS
OF FINANCIAL POSITION**
As of December 31, 2024 and 2023
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ Notes	2024	2023	
ASET				ASSET
ASET LANCAR				CURRENT ASSETS
Kas dan Setara Kas	2.f, 2.g, 2.h, 2.y, 5, 42	4.925.957.175	5.138.571.482	Cash and Cash Equivalents
Dana Dibatasi Penggunaannya	2.f, 2.g, 2.i, 2.y, 6, 42	3.295.188.104	2.587.812.673	Restricted Funds
Piutang Usaha				Trade Receivables
Pihak Berelasi - Neto	2.f, 2.g, 2.j, 2.y, 7, 42	1.985.883.347	1.253.114.802	Related Parties - Net
Pihak Ketiga - Neto	2.j, 2.y, 7	573.662.691	616.479.973	Third Parties - Net
Piutang Lain-lain	2.g, 2.y, 8, 42	2.486.934.641	61.586.990	Other Receivables
Persediaan	2.k, 9	1.218.052.741	1.528.349.171	Inventories
Pendapatan Masih Akan Diterima	2.g, 2.y, 10, 42	1.245.468.638	763.740.040	Accrued Income
Uang Muka Jangka Pendek dan				Short-Term Advances and
Biaya Dibayar di Muka	2.l, 11.a	321.681.052	260.184.522	Prepaid Expenses
Pajak Dibayar di Muka	2.s, 12.a	633.843.523	690.300.423	Prepaid Taxes
Aset Lancar Lainnya	13	138.904.445	123.701.643	Other Current Assets
JUMLAH ASET LANCAR		16.825.576.357	13.023.841.719	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Piutang Lain-lain	2.f, 2.g, 2.j, 2.y, 8, 42	7.149.335.122	--	Other Receivable
Pendapatan masih akan diterima				
- Jangka Panjang	10	1.995.822.564	--	Accrued Income - Non Current
Uang Muka Jangka Panjang	11.b	1.563.252.080	3.093.767.915	Long-Term Advances
Investasi Entitas Asosiasi dan				Investment in Associates and
Ventura Bersama	2.d, 2.e, 14.a	6.274.420.906	5.808.370.149	Joint Ventures
Investasi Jangka Panjang	2.y, 14.b	58.977.487	35.747.769	Long-Term Investment
Aset Pajak Tangguhan	2.s, 12.e	1.642.777.316	1.216.932.650	Deferred Tax Assets
Aset Tetap	2.n, 15	29.405.153.433	26.370.631.004	Fixed Assets
Properti Investasi	2.m, 16	321.065.134	246.905.669	Investment Properties
Hak Pengoperasian Aset Prasarana	2.o, 2.p, 17	30.649.008.325	30.697.675.664	Infrastructure Assets Operating Rights
Aset Takberwujud	2.aa, 18	893.669.116	576.231.411	Intangible Assets
Aset Hak Guna	2.u, 19	111.923.748	92.152.320	Right of Use Asset
Aset Tidak Lancar Lainnya	20, 2.q	208.144.284	212.057.103	Other Non-Current Assets
JUMLAH ASET TIDAK LANCAR		80.273.549.515	68.350.471.654	TOTAL NON-CURRENT ASSETS
JUMLAH ASET		97.099.125.872	81.374.313.373	TOTAL ASSETS
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang Usaha				Trade Payables
Pihak Berelasi	2.g, 2.y, 21, 42	1.796.057.807	4.976.299.233	Related Parties
Pihak Ketiga	2.f, 2.y, 21	2.262.552.410	2.394.977.405	Third Parties
Beban Akruai	2.y, 2.ac, 22	2.545.123.471	2.203.317.939	Accruals
Utang Pajak	2.s, 12.b	1.611.923.102	621.745.503	Taxes Payable
Pendapatan Diterima di Muka	2.r, 23	1.530.900.962	1.281.637.698	Unearned Revenue
Liabilitas Imbalan Kerja	2.v, 26.a	1.426.617.462	1.295.541.970	Employee Benefits Liabilities
Pinjaman Bank Jangka Pendek	2.g, 2.y, 24, 42	3.070.227.509	1.388.523.138	Short-Term Bank Loans
Liabilitas Jangka Panjang yang				Current Maturities of
Jatuh Tempo dalam Satu Tahun				Long-Term Liabilities
Liabilitas Sewa	2.u, 19	49.736.108	36.504.861	Lease Liabilities
Pinjaman Jangka Panjang	2.f, 2.g, 2.y, 28, 42	1.685.333.403	1.294.613.508	Long-Term Loans
Pinjaman Program PEN	2.g, 2.y, 27, 42	473.958.333	437.500.000	PEN Program Loan
Obligasi	2.y, 29	--	1.898.852.925	Bonds
Liabilitas Jangka Pendek Lainnya	25	93.508.935	91.802.000	Other Current Liabilities
JUMLAH LIABILITAS JANGKA PENDEK		16.545.939.502	17.921.316.180	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Pendapatan Diterima di Muka	2.r, 23	797.211.219	834.563.297	Unearned Revenue
Liabilitas Imbalan Kerja	2.v, 26.b	5.668.188.054	5.618.516.876	Employee Benefits Liabilities
Liabilitas Jangka Panjang Setelah Dikurangi				Long-Term Liabilities - Net of
Bagian Jatuh Tempo Dalam Satu Tahun				Current Maturities
Liabilitas Sewa	2.u, 19	69.422.848	74.166.028	Lease Liabilities
Pinjaman Jangka Panjang	2.f, 2.g, 2.y, 28, 42	30.093.432.601	20.142.027.462	Long-Term Loans
Pinjaman Program PEN	2.g, 2.y, 27, 42	2.369.791.667	2.625.000.000	PEN Program Loan
Obligasi	2.y, 29	4.786.834.608	2.594.469.619	Bonds
Sukuk	2.y, 30	1.295.446.556	498.586.194	Sukuk
Liabilitas Jangka Panjang Lainnya	31	148.196.344	159.530.476	Other Long-term Liabilities
JUMLAH LIABILITAS JANGKA PANJANG		45.228.523.897	32.546.859.952	TOTAL NON-CURRENT LIABILITIES
JUMLAH LIABILITAS		61.774.463.399	50.468.176.132	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)**
Tanggal 31 Desember 2024 dan 2023
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

**PT KERETA API INDONESIA (PERSERO)
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS
OF FINANCIAL POSITION (Continued)**
As of December 31, 2024 and 2023
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ Notes	2024	2023	
EKUITAS				EQUITY
Ekuitas yang dapat Diatribusikan kepada Entitas Induk				Equity Attributable to the Owner of the Parent Entity
Modal Saham				Share Capital
Nilai Nominal Rp1.000 per Saham				Rp1,000 Par Value per Shares
Modal Dasar Sebesar 40.000.000 Saham				Authorized Capital of 40,000,000 Shares
Modal Ditempatkan dan Disetor Penuh sebesar 22.368.743	32	22.368.743.000	22.368.743.000	Issued and Fully Paid amounted to 22,368,743 respectively
Tambahan Penyertaan				Additional of Government
Modal Negara	33	2.000.000.000	--	Capital Investment
Saldo Laba				Retained Earnings
Ditentukan penggunaannya	35	11.350.319.578	9.476.398.277	Appropriated
Belum ditentukan penggunaannya		414.661.682	76.609.318	Unappropriated
Komponen Ekuitas Lainnya				Other Components of Equity
Akumulasi Rugi Aktuarial atas Imbalan Kerja		(886.127.336)	(1.082.459.162)	Accumulated Losses on Employee Benefit
Tambahan Modal Disetor	36	486.081	486.081	Additional Paid-in Capital
Selisih Likuidasi	37	968.135	968.135	Difference of Liquidation
Selisih Perubahan Ekuitas Entitas Anak	34	(24.069.720)	(24.069.720)	Difference in Transactions of Changes in Equity of Subsidiaries
Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk	2.c	35.224.981.420	30.816.675.929	Equity Attributable to Owner of the Parent Entity
Kepentingan Nonpengendali	2.c, 38	99.681.053	89.461.312	Non-Controlling Interests
JUMLAH EKUITAS		35.324.662.473	30.906.137.241	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS		97.099.125.872	81.374.313.373	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
KONSOLIDASIAN**
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2024 dan 2023
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

**PT KERETA API INDONESIA (PERSERO)
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS
OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME**
For the Years Ended
December 31, 2024 and 2023
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ Notes	2024	2023	
PENDAPATAN				REVENUES
Pendapatan Angkutan dan Usaha Lainnya	2.g, 2.w, 2.x, 39, 42	35.926.409.909	27.764.287.041	Transportation and Other Operating Revenues
Pendapatan Konstruksi	2.w, 17	181.807.049	7.342.248.533	Construction Revenue
Jumlah Pendapatan		36.108.216.958	35.106.535.574	Total Revenues
BEBAN POKOK PENDAPATAN				COST OF REVENUES
Beban Angkutan dan Usaha Lainnya	2.w, 2.x, 2.g, 40, 42	(23.091.708.605)	(19.676.271.707)	Transportation and Other Operating Costs
Beban Konstruksi	2.w, 17	(181.807.049)	(7.342.248.533)	Construction Cost
Jumlah Beban Pokok Pendapatan		(23.273.515.654)	(27.018.520.240)	Total Cost of Revenues
LABA BRUTO		12.834.701.304	8.088.015.334	GROSS PROFIT
Beban Usaha	2.w, 41	(5.233.308.116)	(4.227.212.786)	Operating Expenses
LABA USAHA		7.601.393.188	3.860.802.548	OPERATING PROFIT
Penghasilan Keuangan	2.w, 43	493.599.135	301.722.909	Finance Income
Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama	2.d, 14.a	(2.230.032.781)	(507.073.954)	Share in Net Loss of Associates and Joint Ventures
Beban Keuangan	2.w, 44	(2.567.137.244)	(1.507.438.966)	Finance Cost
Selisih Kurs	2.f	179.501.992	(57.275.927)	Foreign Exchanges
Keuntungan (Kerugian) Lain-lain - Bersih	2.w	(167.215.274)	156.750.557	Other Gains (Losses) - Net
LABA SEBELUM PAJAK		3.310.109.016	2.247.487.167	INCOME BEFORE TAX
Beban Pajak Kini	12.d	(1.572.240.079)	(144.914.096)	Current Tax Expense
Penyesuaian Pajak Periode Lalu	12.d	90.405.834	(3.475.554)	Prior Period Tax Adjustment
Beban Pajak Tangguhan	12.d	394.307.989	(227.549.380)	Deferred Tax Expense
LABA TAHUN BERJALAN		2.222.582.760	1.871.548.137	INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Penghasilan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba Rugi pada Periode Berikutnya:				Other Comprehensive Income (Loss) Not to be Reclassified to Profit or Loss Subsequently:
Pengukuran Kembali				Remeasurement of Defined Benefit Obligation
Liabilitas Imbalan Pasti		252.661.291	(56.850.198)	Income Tax Effect
Efek Pajak Penghasilan Terkait	2.s, 12.e	(56.148.781)	11.703.462	
Jumlah Penghasilan (Rugi) Komprehensif Lain - Setelah Pajak		196.512.510	(45.146.736)	Total Other Comprehensive Income (Loss) - Net of Tax
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		2.419.095.270	1.826.401.401	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				INCOME FOR THE YEAR ATTRIBUTABLE TO:
Pemilik Entitas Induk	2.c	2.211.973.665	1.873.921.301	Owner of the Parent Entity
Kepentingan Non-pengendali	2.c, 38	10.609.095	(2.373.164)	Non-Controlling Interest
JUMLAH		2.222.582.760	1.871.548.137	TOTAL
JUMLAH LABA KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA:				TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:
Pemilik Entitas Induk	2.c	2.408.305.491	1.828.945.530	Owner of the Parent Entity
Kepentingan Non-pengendali	2.c, 38	10.789.779	(2.544.129)	Non-Controlling Interest
JUMLAH		2.419.095.270	1.826.401.401	TOTAL
Laba per Saham Dasar	2.z, 45	99	84	Basic Earning per Share

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT KERETA API INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN

Untuk Tahun-tahun yang Berakhir
 Pada Tanggal 31 Desember 2024 dan 2023
 (Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT KERETA API INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For the Years Ended
 December 31, 2024 and 2023
 (In Thousand Rupiah, Unless Otherwise Stated)

Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ Equity Attributable to the Owner of the Parent Entity												
Catatan/ Note	Modal Ditempatkan dan Disetor Penuh/ Issued and Paid-up Capital Stock	Penyertaan Modal Negara dalam Proses Penerbitan Saham/ State Equity Participation in Issuance Process	Saldo Laba/ Retained Earnings		Komponen Ekuitas Lain/ Other Components of Equity				Jumlah/ Total	Kepentingan Nonpengendali/ Non-controlling interest	Jumlah ekuitas/ Total Equity	
			Ditentukan Penggunaannya/ Appropriated	Belum Ditentukan Penggunaannya/ Unappropriated	Pengukuran Kembali Liabilitas Imbalan Pasti/ Remeasurement of Defined Benefit Obligation	Tambahan Modal Disetor/ Additional Paid-in capital	Selisih Likuidasi/ Liquidating Differences	Selisih Perubahan Ekuitas Entitas Anak/ Difference in Transactions of Changes in Equity of Subsidiaries				
Saldo 31 Desember 2022	19.168.743.000	3.200.000.000	7.694.357.800	(15.271.506)	(1.037.483.391)	486.081	968.135	(24.069.720)	28.987.730.399	92.453.906	29.080.184.305	Balance at December 31, 2022
Reklasifikasi Penambahan Penyertaan Modal Negara	32	3.200.000.000	(3.200.000.000)	--	--	--	--	--	--	--	--	Reclassification Additional on State Equity
Dividen Entitas Anak	--	--	--	--	--	--	--	--	--	--	--	Dividend of Subsidiaries
Laba (Rugi) Tahun Berjalan	--	--	--	1.873.921.301	--	--	--	--	1.873.921.301	(448.465)	(448.465)	Profit (Loss) For the Year
Pembentukan Cadangan	35	--	--	1.782.040.477	(1.782.040.477)	--	--	--	--	--	--	Reserve Establishment
Pengukuran Kembali Liabilitas Imbalan Pasti	--	--	--	--	--	(44.975.771)	--	--	(44.975.771)	(170.965)	(45.146.736)	Remeasurement of Defined Benefit Obligation
Saldo 31 Desember 2023	22.368.743.000	--	9.476.398.277	76.609.318	(1.082.459.162)	486.081	968.135	(24.069.720)	30.816.675.929	89.461.312	30.906.137.241	Balance at December 31, 2023
Penambahan Penyertaan Modal Negara dalam Proses Penerbitan Saham	33	--	2.000.000.000	--	--	--	--	--	2.000.000.000	--	2.000.000.000	Additional on State Equity Equity Participation In Issuance Process
Dividen Entitas Anak	--	--	--	--	--	--	--	--	--	(570.038)	(570.038)	Dividend of Subsidiaries
Laba (Rugi) Tahun Berjalan	35	--	--	2.211.973.665	--	--	--	--	2.211.973.665	10.609.095	2.222.582.760	Profit (Loss) For the Year
Pembentukan Cadangan	--	--	--	1.873.921.301	(1.873.921.301)	--	--	--	--	--	--	Reserve Establishment
Pengukuran Kembali Liabilitas Imbalan Pasti	--	--	--	--	--	196.331.826	--	--	196.331.826	180.684	196.512.510	Remeasurement of Defined Benefit Obligation
Saldo 31 Desember 2024	22.368.743.000	2.000.000.000	11.350.319.578	414.661.682	(886.127.336)	486.081	968.135	(24.069.720)	35.224.981.420	99.681.053	35.324.662.473	Balance at December 31, 2024

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

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**PT KERETA API INDONESIA (PERSERO)
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS**
For the Years Ended
December 31, 2024 and 2023
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	Notes	2024	2023	
Arus Kas dari				Cash Flows from
Aktivitas Operasi				Operating Activities
Penerimaan Kas dari Pelanggan		25.369.272.501	23.922.111.200	Cash Receipts from Customers
Pembayaran kepada Pemasok		(14.294.353.570)	(12.614.784.291)	Payments to Suppliers
Pembayaran kepada Karyawan		(7.458.540.199)	(7.261.135.359)	Payments to Employees
Penerimaan dari Pemerintah		4.978.212.545	2.893.428.499	Receipts from Government
Pembayaran kepada Pemerintah		(1.004.309.937)	(656.220.091)	Payments to Government
Penerimaan Bunga		397.169.510	192.619.984	Receipts from Interest Income
Penerimaan Kas dari Restitusi Pajak	12.g	49.068.769	52.410.340	Cash Receipt from Tax Restitution
Pembayaran Pajak Penghasilan		(384.311.387)	(452.680.995)	Payment of Income Tax
Pembayaran Beban Keuangan		(2.411.259.511)	(1.357.714.336)	Payment of Finance Cost
Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi		5.240.948.721	4.718.034.952	Net Cash Flow Provided by Operating Activities
Arus Kas yang digunakan untuk				Cash Flows used in
Aktivitas Investasi				Investing Activities
Perolehan Aset Tetap	15, 51	(4.866.268.938)	(2.844.996.137)	Acquisitions of Fixed Assets
Penjualan Aset Tetap		--	78.446.395	Disposal of Fixed Assets
Perolehan Hak Pengoperasian Aset Prasarana	17, 51	(4.812.269.040)	(3.637.895.369)	Acquisitions of Infrastructure Assets
Penambahan Properti Investasi	16	(77.622.250)	(37.901.562)	Operating Right
Penambahan Aset Takberwujud	18, 51	(356.063.865)	(182.588.089)	Addition of Investment Properties
Penempatan Uang Muka Setoran Modal	11.b	(15.199.073)	(2.728.053.311)	Addition of Intangible Asset
Penempatan Investasi pada Entitas Asosiasi dan Ventura Bersama	14a	--	(22.050.000)	Placement of Paid-up Capital Advance
Pinjaman diberikan kepada Entitas Asosiasi		(7.476.469.185)	(30.233.000)	Placement Investment in Associate and Joint Venture
Penerimaan Pokok Pinjaman dari Entitas Asosiasi dan Ventura Bersama		--	22.050.000	Loans Granted to the Associates
Penerimaan Dividen dari Entitas Asosiasi dan Ventura Bersama	14a, 51	1.058.462	19.807.329	Receipt of Loan from the Associates and Joint Ventures
Penempatan Dana Dibatasi Penggunaannya	6	(379.901.347)	(101.878.255)	Dividend Receipts from Associate and Joint Venture
Penarikan Dana Dibatasi Penggunaannya	6	499.932.024	4.024.574.246	Placement of Restricted Fund
Penempatan <i>Sinking Fund</i> Proyek Kereta Cepat Jakarta Bandung	6	(1.455.382.451)	(900.122.689)	Restricted Fund
Penarikan <i>Sinking Fund</i> Proyek Kereta Cepat Jakarta Bandung	6	627.976.343	--	Drawdown of Restricted Fund
Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi		(18.310.209.320)	(6.340.840.442)	Net Cash Flows Used in Investing Activities
Arus Kas dari				Cash Flows from
Aktivitas Pendanaan				Financing Activities
Penerimaan Pinjaman Bank Jangka Pendek	24, 51	7.874.712.545	5.636.300.935	Receipts from Short-Term Bank Loans
Penerimaan Pinjaman Bank Jangka Panjang	28, 51	11.495.564.901	3.200.303.452	Receipts from Long-Term Bank Loans
Pembayaran Pinjaman Bank Jangka Pendek	24, 51	(6.193.008.174)	(6.007.777.797)	Payment from Short-Term Bank Loans
Pembayaran Pinjaman Bank Jangka Panjang	28, 51	(1.297.379.732)	(1.236.391.211)	Payment from Long-Term Bank Loans
Pembayaran Liabilitas Sewa	19, 51	(70.992.284)	(31.554.208)	Payment of Lease Liabilities
Pembayaran Pinjaman Program PEN	27, 51	(218.750.000)	(437.500.000)	Repayment from government loans
Penerimaan Obligasi	29, 51	2.200.000.000	--	Receipts from Bonds
Penerimaan Sukuk	30, 51	800.000.000	--	Receipts from Sukuk
Pembayaran Obligasi	29, 51	(1.900.000.000)	--	Repayment of Bonds
Pembayaran Biaya Emisi Obligasi	29, 51	(9.014.200)	--	Payment of Issuance Costs Bonds
Pembayaran Biaya Emisi Sukuk	30, 51	(3.418.720)	--	Payment of Issuance Costs Sukuk
Pembayaran Dividen Entitas Anak		(570.036)	(448.465)	Payments of Dividends of Subsidiaries
Arus Kas Bersih yang Diperoleh dari Aktivitas Pendanaan		12.677.144.300	1.122.932.706	Net Cash Flows Provided by Financing Activities
Penurunan Bersih Kas dan Setara Kas		(392.116.299)	(499.872.784)	Decrease in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun		5.138.571.482	5.695.720.193	Cash and Cash Equivalents at the Beginning Year
Selisih Kurs Kas dan Setara Kas		179.501.992	(57.275.927)	Foreign Exchange Rate
Kas dan Setara Kas Akhir Tahun		4.925.957.175	5.138.571.482	Cash and Cash Equivalents at the End Year

Informasi tambahan terkait arus kas disajikan pada Catatan 51

Additional information related to cash flows is presented in Note 51

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK
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KONSOLIDASIAN**

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1. Umum

a. Pendirian dan Informasi Umum

PT Kereta Api Indonesia (Persero) ("Perusahaan") mulanya merupakan bagian dari gabungan Perusahaan Asing Milik Belanda yang bergerak disektor perkeretaapian, didirikan dan beroperasi secara komersial pada tahun 1864 di wilayah Jawa dan Sumatera. Pada tahun 1963 secara resmi didirikan/dibentuk Perusahaan Negara yang bergerak disektor perkeretaapian berdasarkan Peraturan Pemerintah No. 22 tahun 1963, dari 12 Perusahaan Asing Kereta Api Milik Belanda yang dinasionalisasi oleh Pemerintah Republik Indonesia (Peraturan Pemerintah No 40 dan No 41 tahun 1959).

PT Kereta Api Indonesia (Persero) ("Perusahaan") didirikan pada tanggal 1 Juni 1999 dengan Akta Notaris No. 2 dari Notaris Imas Fatimah, S.H., Notaris di Jakarta, yang disempurnakan dengan Akta Notaris No. 14 tanggal 13 September 1999 dari notaris yang sama, akta-akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C-17171 HT.01.01.TH.99 tanggal 1 Oktober 1999 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 4 Tambahan No. 240/2000 tanggal 14 Januari 2000.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan Pernyataan Keputusan Menteri Negara Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham Perusahaan PT Kereta Api Indonesia (Persero) yang dicatat dalam Akta No. No. 47 tanggal 16 Agustus 2024 dari Notaris Nining Puspitaningtyas, S.H., Sp.1., M.H., Notaris di Bandung tentang perubahan Direksi dan Komisaris. Akta perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.09-0241626 tanggal 20 Agustus 2024.

Perusahaan berkantor pusat di Jl. Perintis Kemerdekaan No. 1, Bandung.

1. General

a. Establishment and General Information

PT Kereta Api Indonesia (Persero) (the "Company") was originally part of combination Dutch-owned foreign company engaged in the railway sector, was established and operated commercially in 1864 in Java and Sumatera. In 1963 officially established/formed a State Company engaged in the railway sector based on Government Regulation No. 22 of 1963, from 12 Dutch-owned foreign railway companies nationalized by the Government of the Republic of Indonesia (Government Regulation No. 40 and No. 41/1959).

PT Kereta Api Indonesia (Persero) (the Company), was established based on Notarial Deed No. 2 dated June 1, 1999 of Imas Fatimah, S.H., Notary in Jakarta, and amended with Notarial Deed No. 14 dated September 13, 1999 of Imas Fatimah, S.H., in Jakarta. These deeds were approved by the Minister of Law of Republic of Indonesia as stated on his Decision Letter No. C-17171 HT.01.01.TH.99 dated October 01, 1999 and was published in State Gazette of Republic of Indonesia No. 4 Supplement No. 240/2000 dated January 14, 2000.

The Company's Articles of Association have been amended several times, most recently by Statement of Minister of State-Owned Enterprises (SOEs) in lieu of the Company General Meeting of Shareholders of PT Kereta Api Indonesia (Persero) according to Deed No. 47 dated August 16, 2024 of Nining Puspitaningtyas, S.H., Sp.1., M.H., Notary in Bandung regarding Changes in Director and Commissioners. The Deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decision Letter No. AHU-AH.01.09-0241626 dated August 20, 2024.

The Company's head office is located at Jl. Perintis Kemerdekaan No. 1, Bandung.

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1. Umum (Lanjutan)

Seluruh saham Perusahaan dimiliki oleh Pemerintah Republik Indonesia (Catatan 54h).

b. Maksud dan Tujuan

Sesuai dengan Pasal 3 ayat 1 melakukan penyelenggaraan perkeretaapian dan optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut di atas, Perusahaan dapat melaksanakan kegiatan usaha sebagai berikut:

- 1) Melakukan penyelenggaraan prasarana perkeretaapian yang meliputi pembangunan, pengoperasian, perawatan, dan perusahaan prasarana perkeretaapian yang mencakup pada kegiatan usaha:
 - a) Konstruksi Gedung lainnya;
 - b) Konstruksi jalan rel;
 - c) Konstruksi Bangunan Sipil Jembatan, Jalan Layang, Fly Over dan underpass;
 - d) Konstruksi Terowongan;
 - e) Konstruksi Bangunan Sipil Telekomunikasi untuk Prasarana Transportasi;
 - f) Instalasi Listrik;
 - g) Instalasi Sinyal dan Telekomunikasi Kereta Api; dan
 - h) Aktivitas Stasiun Kereta Api.
- 2) Melakukan penyelenggaraan sarana perkeretaapian meliputi pengadaan, pengoperasian, perawatan dan perusahaan sarana perkeretaapian yang mencakup pada kegiatan usaha:
 - a) Reparasi lokomotif dan gerbong kereta;
 - b) Angkutan jalan rel untuk penumpang;
 - c) Angkutan jalan rel untuk barang;
 - d) Angkutan jalan rel untuk perkotaan;
 - e) Angkutan jalan rel untuk wisata;

1. General (Continued)

The Company's shares of stock are wholly owned by the Government of the Republic of Indonesia (Notes 54h).

b. Purposes and Objectives

In accordance with Article 3 paragraph 1, carrying out railway operations and optimizing the use of resources owned by the Company to produce goods and/or services of high quality and strong competitiveness to obtain/pursue profits in order to increase the value of the Company by applying the principles of Limited Liability Companies.

To achieve the above purposes and objectives, the Company may perform these following activities:

- 1) Carrying out railway infrastructure that includes the construction, operation, maintenance, and business of railway infrastructure that includes business activities:
 - a) Construction of other buildings;
 - b) Construction of the rail road;
 - c) Construction of Civil Building Bridges, Overpasses, Fly Over and underpasses;
 - d) Tunnel construction;
 - e) Construction of Telecommunication Civil Buildings for Transportation Infrastructure;
 - f) Electrical Installation;
 - g) Railway Signal installation and telecommunications; and
 - h) Train Station activity;
- 2) Conduct the implementation of railway advice which includes the procurement, operation, maintenance, and business of railway facilities that include business activities:
 - a) Repairment locomotives and wagon;
 - b) Rail road transportation for passengers;
 - c) Rail road transportation for goods;
 - d) Rail road transportation for urban areas;
 - e) Rail road transportation for tours;

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1. Umum (Lanjutan)

- 3) Perdagangan besar alat transportasi darat (bukan mobil, sepeda motor, dan sejenisnya), suku cadang dan perlengkapannya;
- 4) Perdagangan besar barang bekas dan sisa-sisa tak terpakai (*scrap*);
- 5) Aktivitas konsultasi transportasi;
- 6) Aktivitas konsultasi manajemen lainnya;
- 7) Kegiatan penunjang pendidikan;
- 8) Penanganan kargo (bongkar muat barang);
- 9) Aktivitas Ekspedisi Muatan Kereta Api dan Ekspedisi Angkutan Darat (EMKA & EAD);
- 10) Angkutan multimoda;
- 11) Aktivitas agen perjalanan lainnya;
- 12) Pendidikan lainnya swasta;
- 13) Pendidikan kesehatan swasta;
- 14) Pendidikan dan pelatihan di bidang perkeretaapian;
- 15) Aktivitas penunjang pertambangan dan penggalian lainnya;
- 16) Usaha jasa pertambangan;
- 17) *Real estate* yang dimiliki sendiri atau disewa; dan
- 18) Kerjasama peningkatan akses stasiun kereta api yang bersinggungan dengan lahan milik pihak lain untuk dikembangkan dengan konsep terhubung dalam rangka meningkatkan nilai tambah bagi Perusahaan dan mendukung peningkatan pelayanan penumpang.

Selain kegiatan usaha utama, perusahaan dapat melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

- 1) Pergudangan dan penyimpanan;
- 2) Aktivitas *cold storage*;
- 3) Aktivitas *bounded warehousing* atau wilayah kawasan berikat;
- 4) Pergudangan dan penyimpanan lainnya;
- 5) Aktivitas pelayanan kepelabuhan laut;
- 6) Aktivitas pelayanan kepelabuhan sungai dan danau;
- 7) Angkutan melalui saluran pipa;
- 8) Konstruksi sentral telekomunikasi;
- 9) Konstruksi jaringan irigasi, komunikasi dan limbah lainnya;
- 10) Aktivitas telekomunikasi khusus untuk keperluan sendiri;

1. General (Continued)

- 3) *Large trade in land transportation (exclude cars, motorcycles, and others), spare parts and equipment;*
- 4) *Large trade in used and unused goods (scrap);*
- 5) *Transportation consulting activities;*
- 6) *Other management consulting activities;*
- 7) *Educational support activities;*
- 8) *Cargo handling (goods's loading and unloading);*
- 9) *Railway Cargo Expedition activities and Land Transport Expeditions (EMKA & EAD);*
- 10) *Multimodal transportation;*
- 11) *Other travel agents's activities;*
- 12) *Other private education;*
- 13) *Private health education;*
- 14) *Education and training in the railways areas;*
- 15) *Supporting activities of mining and other excavations;*
- 16) *Mining services;*
- 17) *Self-owned or leased real estate; and*
- 18) *Improvement at access to railway stations that intersect by other parties with the concept of connecting in order to increase value added for the Company and improvement of passenger services.*

Other than its core business, the company may perform its activities to optimize the resource which are owned by the Company to:

- 1) *Warehousing and storage;*
- 2) *Cold storage activities;*
- 3) *Bounded warehousing activities or bonded area areas;*
- 4) *Warehousing and other storage;*
- 5) *Marine service activities;*
- 6) *Service activities of river and lake facilities;*
- 7) *Transportation pipelines;*
- 8) *Central construction of telecommunications;*
- 9) *Construction of irrigation networks, communication and other waste;*
- 10) *Special telecommunication activities for internal purposes;*

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1. Umum (Lanjutan)

- 11) Aktivitas pengolahan data;
- 12) Portal web dan/atau platform digital dengan tujuan komersial;
- 13) Konstruksi Gedung Hunian;
- 14) Konstruksi Gedung Perkantoran;
- 15) Konstruksi Gedung Perbelanjaan;
- 16) Konstruksi Gedung Penginapan;
- 17) Instalasi Mekanikal;
- 18) Instalasi konstruksi lainnya yang tidak diklasifikasikan di tempat lain;
- 19) Periklanan;
- 20) Aktivitas klinik swasta;
- 21) Aktivitas pelayanan kesehatan yang dilakukan oleh tenaga kesehatan selain dokter dan dokter gigi;
- 22) Perdagangan eceran barang obat farmasi untuk manusia di apotek;
- 23) Aktivitas pelayanan penunjang kesehatan;
- 24) Konstruksi gedung kesehatan;
- 25) Penyiapan lahan;
- 26) Museum yang dikelola swasta;
- 27) Aktivitas biro perjalanan wisata; dan
- 28) Melakukan kegiatan penyertaan modal pada perusahaan lain dalam rangka mengembangkan proses bisnis Perseroan.

Kegiatan utama Perusahaan saat ini adalah bergerak dalam bidang usaha pengangkutan penumpang dan/atau barang dengan kereta api, usaha pendidikan dan pelatihan di bidang perkeretaapian, serta usaha penyewaan sarana/prasarana/fasilitas yang meliputi sewa kios/gudang/ruang stasiun dan terminal peti kemas.

c. Wilayah Kerja

Dalam menjalankan kegiatan operasinya, Perusahaan memiliki Daerah Operasi, Divisi Regional, Balai Yasa, dan Divisi Bertujuan Khusus sebagai berikut:

Daerah Operasi (Daop), terdiri dari:

- 1) Daop 1, berkedudukan di Jakarta
- 2) Daop 2, berkedudukan di Bandung
- 3) Daop 3, berkedudukan di Cirebon
- 4) Daop 4, berkedudukan di Semarang
- 5) Daop 5, berkedudukan di Purwokerto
- 6) Daop 6, berkedudukan di Yogyakarta
- 7) Daop 7, berkedudukan di Madiun
- 8) Daop 8, berkedudukan di Surabaya
- 9) Daop 9, berkedudukan di Jember

1. General (Continued)

- 11) Data processing activities;
- 12) Web portals and/or digital platforms for commercial purposes;
- 13) Residential Building's construction;
- 14) Office building's construction;
- 15) Shopping building's construction;
- 16) Inn Building's construction;
- 17) Mechanical installation;
- 18) Unclassified Other construction installations;
- 19) Advertising;
- 20) Private clinic activities;
- 21) Health care activities carried out by health workers beside of doctors and dentists;
- 22) Pharmaceutical drug's retail trade in human's pharmacies;
- 23) Health support service activities;
- 24) Health building's construction;
- 25) Land preparation;
- 26) Private museums;
- 27) Travel agencies's activities; and
- 28) Capital investment other companies to develop the Company's business processes.

The Company's current main business activities are in railway transportation for passenger and/or freight, railway-based education and training services, and rolling stock/infrastructure/facility rental business including shops/warehouse/station space and container terminal.

c. Operation Regions

In conducting its business, the Company has Operating Region, Regional Division, Balai Yasa (Workshop), and Special Purpose Division as follow:

Operating Regions (Daop) consists of:

- 1) Daop 1, located in Jakarta
- 2) Daop 2, located in Bandung
- 3) Daop 3, located in Cirebon
- 4) Daop 4, located in Semarang
- 5) Daop 5, located in Purwokerto
- 6) Daop 6, located in Yogyakarta
- 7) Daop 7, located in Madiun
- 8) Daop 8, located in Surabaya
- 9) Daop 9, located in Jember

1. Umum (Lanjutan)

Divisi Regional (Divre), terdiri dari:

- 1) Divre I, berkedudukan di Medan
- 2) Divre II, berkedudukan di Padang
- 3) Divre III, berkedudukan di Palembang
- 4) Divre IV, berkedudukan di Tanjung Karang

Balai Yasa terdiri dari:

- 1) Balai Yasa Manggarai, berkedudukan di Jakarta
- 2) Balai Yasa Tegal, berkedudukan di Tegal
- 3) Balai Yasa Yogyakarta, berkedudukan di Yogyakarta
- 4) Balai Yasa Gubeng, berkedudukan di Surabaya
- 5) Balai Yasa Pulubrayan, berkedudukan di Medan
- 6) Balai Yasa Lahat, berkedudukan di Lahat

Divisi Bertujuan Khusus yaitu *Light Rail Transit* Jabodebek, berkedudukan di Bekasi.

d. Susunan Dewan Komisaris dan Direksi Beserta Karyawan

Susunan Dewan Komisaris pada tanggal 31 Desember 2024 dan 2023 berdasarkan Akta No. 47 tanggal 16 Agustus 2024 dan Akta No. 383 tanggal 30 September 2022 dibuat di hadapan Nining Puspitaningtyas, S.H., Sp.1., M.H., Notaris di Bandung yang telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.09-0241626 tanggal 20 Agustus 2024 dan No. AHU-AH.01.09-0063053 tanggal 7 Oktober 2022 adalah sebagai berikut:

	2024	2023
Dewan Komisaris		
Komisaris Utama dan Komisaris Independen	Said Aqil Siroj	Said Aqil Siroj
Komisaris Independen	-	Riza Primadi
Komisaris Independen	Rochadi	Rochadi
Komisaris Independen	Endang Tirtana	Endang Tirtana
Komisaris Independen	Johan Bakti Porsea Sirait	Johan Bakti Porsea Sirait
Komisaris	Diah Natalisa	Diah Natalisa
Komisaris	Chairul Anwar	Chairul Anwar
Komisaris	Sri Paduka Mangkoenagoro X	Sri Paduka Mangkoenagoro X
Komisaris	Mohamad Risal Wasal	Mohamad Risal Wasal

1. General (Continued)

Regional Division (Divre), consists of:

- 1) *Divre I, located in Medan*
- 2) *Divre II, located in Padang*
- 3) *Divre III, located in Palembang*
- 4) *Divre IV, located in Tanjung Karang*

Balai Yasa, consists of:

- 1) *Balai Yasa Manggarai, located in Jakarta*
- 2) *Balai Yasa Tegal, located in Tegal*
- 3) *Balai Yasa Yogyakarta, located in Yogyakarta*
- 4) *Balai Yasa Gubeng, located in Surabaya*
- 5) *Balai Yasa Pulubrayan, located in Medan*
- 6) *Balai Yasa Lahat, located in Lahat*

Special Purpose Division is Light Rail Transit Jabodebek, located in Bekasi.

d. Board of Commissioners and Directors and Employees

The composition of the Company's Board of Commissioners as of December 31, 2024 and 2023 based on the Deed No. 47 dated August 16, 2024 and the Deed No. 383 dated September 30, 2022 made in presence of Nining Puspitaningtyas, S.H., Sp.1., M.H., Notary in Bandung that have approved by the Ministry of Law and Human Rights with Decision Letter No. AHU-AH.01.09-0241626 dated August 20, 2024 and No. AHU-AH.01.09-0063053 dated October 7, 2022 are as follows:

Board of Commissioners
*President Commissioner and Independent Commissioner
Independent Commissioner
Independent Commissioner
Independent Commissioner
Independent Commissioner
Commissioner
Commissioner
Commissioner*

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1. General (Continued)

Berdasarkan Akta No. 47 tanggal 16 Agustus 2024 dan No. 50 tanggal 12 Desember 2023 dibuat di hadapan Notaris Nining Puspitaningtyas, S.H., Sp.1., M.H. Notaris di Bandung yang telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.09-0241626 tanggal 20 Agustus 2024 dan AHU-AH.01.09-0195208 tanggal 12 Desember 2023, susunan Dewan Direksi pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

Based on the Deed No.47 dated August 16, 2024 and No. 50 dated December 12, 2023 made in presence of Nining Puspitaningtyas, S.H., Sp.1., M.H. in Notary Bandung that have approved by the Ministry of Law and Human Rights with Decision Letter No. AHU-AH.01.09-0241626 dated August 20, 2024 and No. AHU-AH.01.09-0195208 dated December 12, 2023, the composition of the Company's Board of Directors changes as of December 31, 2024 and 2023 as follows:

	2024	2023	
Direksi			Directors
Direktur Utama	Didiek Hartantyo	Didiek Hartantyo	President Director
Direktur Niaga	Hadis Surya Palapa	Hadis Surya Palapa	Director of Commercials
Direktur Operasi	Awan Hermawan Purwadinata	Awan Hermawan Purwadinata	Director of Operations
Direktur Pengelolaan Prasarana	Heru Kuswanto	Heru Kuswanto	Director of Infrastructure Management
Direktur Perencanaan Strategis dan Pengelolaan Sarana	John Robertho	Eko Purwanto	Director of Strategic Planning and Rolling Stock Management
Direktur Keselamatan dan Keamanan	Dadan Rudiansyah	Sandry Pasambuna	Director of Safety and Security
Direktur Sumber Daya Manusia dan Umum	Rosma Handayani	Suparno	Director of Human Capital and General Affairs
Direktur Pengembangan Usaha dan Kelembagaan	Rudi As Aturridha	John Robertho	Director of Business Development and Institutional Relations
Direktur Keuangan dan Manajemen Risiko	Salusra Wijaya	Salusra Wijaya	Director of Finance and Risk Management

Susunan anggota Komite Audit pada tanggal 31 Desember 2024 dan 2023, berdasarkan Surat Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024 dan No. 08/CH/DEKOM/XI/2022 tanggal 23 November 2022 adalah sebagai berikut:

The composition of members of the Audit Committee as of December 31, 2024 and 2023, based on Decree of the Board of Commissioner No. 06/CH/DEKOM/III/2024, dated March 20, 2024 and No. 08/CH/DEKOM/XI/2022 November 23, 2022 are as follows:

	2024	2023	
Komite Audit			Audit Committee
Ketua	Rochadi	Riza Primadi	Chairman
Anggota	Endang Tirtana	Rochadi	Member
Anggota	Johan Bakti Porsea Sirait	Johan Bakti Porsea Sirait	Member
Anggota	Ernesto	Ernesto	Member
Anggota	Amalia Setyanti Lestari	Amalia Setyanti Lestari	Member

Susunan Komite Pemantau Manajemen Risiko pada tanggal 31 Desember 2024 dan 2023, berdasarkan Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/ 2024 tanggal 21 Maret 2024 dan No. 09/CH/DEKOM/XI/2022 tanggal 23 November 2022 adalah sebagai berikut:

The composition of the Risk Management Monitoring Committee as of December 31, 2024 and 2023, based on No. 07/CH/DEKOM/III/ 2024 dated March 21, 2024 and No. 09/CH/DEKOM/XI/2022 dated November 23, 2022 are as follows:

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1. General (Continued)

	2024	2023	Monitoring Risk Management Committee
Komite Pemantau Manajemen Risiko			Chairman (concurrently Member)
Ketua (merangkap Anggota)	Chairul Anwar	Chairul Anwar	
Anggota	--	Endang Tirtana	Member
Anggota	Mohamad Risal Wasal	Mohamad Risal Wasal	Member
Anggota	Miranti Gani	Miranti Gani	Member
Sekretaris/Anggota	Handy Purnama	Handy Purnama	Secretary/Member

Susunan Komite Nominasi dan Remunerasi pada tanggal 31 Desember 2024 dan 2023, berdasarkan Surat Keputusan Dewan Komisaris No. 10/CH/DEKOM/VI/ 2024 tanggal 28 Juni 2024 dan No. 03/CH/DEKOM/VIII/2022 tanggal 30 Agustus 2022 adalah sebagai berikut:

The composition of the Nomination and Remuneration Committee changes as of December 31, 2024 and 2023, based on the Decree of Board of Commissioners No. 10/CH/DEKOM/ VI/2024 dated June 28, 2024 and No. 03/CH/DEKOM/ VIII/2022 dated August 30, 2022 as follows:

	2024	2023	Nomination and Remuneration Committee
Komite Nominasi dan Remunerasi			Chairman (concurrently Member)
Ketua (merangkap Anggota)	Said Aqil Siroj	Said Aqil Siroj	
Anggota	Diah Natalisa	Diah Natalisa	Member
Anggota	Sri Paduka Mangkoenagoro X	Sri Paduka Mangkoenagoro X	Member
Anggota	Corina D. Riantoputra	Corina D. Riantoputra	Member
Anggota	Satia Indrarini	--	Member

Pada tanggal 31 Desember 2024 dan 2023, kepala satuan pengendali internal dan sekretaris Perusahaan adalah sebagai berikut:

As of December 31, 2024 and 2023, the head of the internal control unit and the Company secretary are as follows:

	2024	2023	Internal Audit Unit (SPI) and Corporate Secretary
Satuan Pengendali Internal (SPI) dan Sekretaris Perusahaan			Head of Internal Audit (SPI)
Ketua Satuan Pengendali Internal	--	Dwi Erni Ratnawati	
Sekretaris Perusahaan	Raden Agus Dwinanto Budiadji	Raden Agus Dwinanto Budiadji	Corporate Secretary

Pada tanggal 31 Desember 2024 dan 2023, jumlah karyawan (tidak termasuk Direksi) Perusahaan dan entitas anak masing-masing sejumlah 56.276 pegawai (31.486 pegawai tetap, 24.790 pegawai tidak tetap dan alih daya) dan 53.460 pegawai (31.624 pegawai tetap, 21.836 pegawai tidak tetap dan alih daya (tidak diaudit).

As of December 31, 2024 and 2023, the number of employees (excluding Directors) The Company and subsidiaries are 56,276 employees (31,486 fixed, 24,790 contracted and outsourcing) employees and 53,460 employees (31,624 fixed, 21,836 contracted and outsourcing), respectively (unaudited).

e. Penawaran Umum Obligasi dan Sukuk Ijarah Perusahaan

Pada tanggal 13 November 2017, Perusahaan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-438/D.04/2017 atas Penawaran perdana penerbitan Obligasi I Kereta Api Indonesia tahun 2017 dengan jumlah pokok sebesar Rp2.000.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 21 November 2017.

e. The Company's Bonds and Sukuk Ijarah Public Offering

As of November 13, 2017, the Company obtained an effective statement from Financial Services Authority (OJK) No. S-438/D.04/2017 for Initial Public Offering on the issuance of bonds I Kereta Api Indonesia year 2017 with a principal amount of Rp2,000,000,000 and were listed on the Indonesia Stock Exchange on November 21, 2017.

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Pada tanggal 18 November 2022, Perusahaan telah melunasi Obligasi I seri A Kereta Api Indonesia Tahun 2017 sebesar Rp1.000.000.000.

Pada tanggal 20 November 2024, Perusahaan telah melunasi Obligasi I seri B Kereta Api Indonesia Tahun 2017 sebesar Rp1.000.000.000.

Pada tanggal 6 Desember 2019, Perusahaan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-189/D.04/2019 atas Penawaran umum penerbitan Obligasi II Kereta Api Indonesia tahun 2019 dengan jumlah pokok sebesar Rp2.000.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 16 Desember 2019.

Pada tanggal 10 Desember 2024, Perusahaan telah melunasi Obligasi I seri A Kereta Api Indonesia Tahun 2019 sebesar Rp900.000.000.

Pada tanggal 29 Juli 2022, Perusahaan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-148/D.04/2022 atas Penawaran perdana penerbitan Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 dengan jumlah pokok sebesar Rp1.500.000.000 dan Sukuk Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 dengan sisa imbalan Ijarah sebesar Rp500.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 3 Agustus 2022.

Penawaran perdana penerbitan Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp700.000.000 dan Sukuk Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan sisa imbalan Ijarah sebesar Rp300.000.000 telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024.

1. General (Continued)

On November 18, 2022, the Company has paid off Kereta Api Indonesia Bond I series A year 2017 of Rp1,000,000,000.

On November 20, 2024, the Company has paid off Kereta Api Indonesia Bond I series B year 2017 of Rp1,000,000,000.

On December 6, 2019, the Company obtained an effective statement from Financial Services Authority (OJK) No. S-189/D.04/2019 for General Public Offering on the issuance of bonds II Kereta Api Indonesia year 2019 with a principal amount of Rp2,000,000,000 and were listed on the Indonesia Stock Exchange on December 16, 2019.

On December 10, 2024, the Company has paid off Kereta Api Indonesia Bond I series A year 2019 of Rp900,000,000.

On July 29, 2022, the Company obtained an effective statement from Financial Services Authority (OJK) No. S-148/D.04/2022 for Initial Public Offering on the issuance of Continuing Bonds I Kereta Api Indonesia Phase I Year 2022 with a principal amount of Rp1,500,000,000 and Continuing Sukuk I Kereta Api Indonesia Phase I Year 2022 with a remaining Ijarah benefit amount of Rp500,000,000 were listed on the Indonesia Stock Exchange on August 3, 2022.

The issuance of Continuing Bonds II Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp700,000,000 and Continuing Sukuk I Kereta Api Indonesia Phase II Year 2024 with a remaining Ijarah benefit amount of Rp300,000,000 were listed on the Indonesia Stock Exchange on August 12, 2024.

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1. Umum (Lanjutan)

Pada tanggal 13 November 2024, Perusahaan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas Penawaran perdana penerbitan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp1.500.000.000 dan Sukuk Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan sisa imbalan Ijarah sebesar Rp500.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024.

Pada tanggal 31 Desember 2024, jumlah utang obligasi dan sukuk ijarah adalah sebesar Rp6.100.000.000 dengan rincian sebagai berikut:

1. General (Continued)

As of November 13, 2024, the Company obtained an effective statement from Financial Services Authority (OJK) No. S-153/D.04/2024 for Initial Public Offering on the issuance of Continuing Bonds II Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp1,500,000,000 and Continuing Sukuk II Kereta Api Indonesia Phase I Year 2024 with a remaining Ijarah benefit amount of Rp500,000,000 were listed on the Indonesia Stock Exchange on November 20, 2024.

As of December 31, 2024, the amount of bonds payables and sukuk ijarah amounted to Rp6,100,000,000 with detail as follows:

No./ No.	Obligasi/ Bonds	Jumlah/ Amount	Bunga per Tahun/ Interest per Annum	Tahun/ Years	Tanggal Penerbitan/ Issued Date	Tanggal Jatuh Tempo/ Due Date
1	Obligasi II Kereta Api Indonesia Tahun 2019/ Kereta Api Indonesia Bond II Year 2019 Seri/ Serie B	1.100.000.000	8,20%	7	13 Desember 2019/ December 13, 2019	13 Desember 2026/ December 13, 2026
2	Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022/ Kereta Api Indonesia Continuing Bond I Phase I Year 2022 Seri/ Serie A	634.000.000	7,10%	5	5 Agustus 2022/ August 5, 2022	5 Agustus 2027/ August 5, 2027
	Seri/ Serie B	866.000.000	8,00%	7	5 Agustus 2022/ August 5, 2022	5 Agustus 2029/ August 5, 2029
3	Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024/ Kereta Api Indonesia Continuing Bond I Phase II Year 2024 Seri/ Serie A	67.000.000	6,90%	3	9 Agustus 2024/ August 9, 2024	9 Agustus 2027/ August 9, 2027
	Seri/ Serie B	295.500.000	7,20%	5	9 Agustus 2024/ August 9, 2024	9 Agustus 2029/ August 9, 2029
	Seri/ Serie C	337.500.000	7,30%	7	9 Agustus 2024/ August 9, 2024	9 Agustus 2031/ August 9, 2031
4	Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024/ Kereta Api Indonesia Continuing Bond II Phase I Year 2024 Seri/ Serie A	437.800.000	6,70%	3	19 November 2024/ November 19, 2024	19 November 2027/ November 19, 2027
	Seri/ Serie B	448.360.000	7,00%	5	19 November 2024/ November 19, 2024	19 November 2029/ November 19, 2029
	Seri/ Serie C	613.840.000	7,10%	7	19 November 2024/ November 19, 2024	19 November 2031/ November 19, 2031

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1. Umum (Lanjutan)

1. General (Continued)

No./ No.	Sukuk/ Sukuk	Jumlah/ Amount	Cicilan Imbalan per Tahun/ Installment Benefit per Annum	Tahun/ Years	Tanggal Penerbitan/ Issued Date	Tanggal Jatuh Tempo/ Due Date
1	Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022/ <i>Kereta Api Indonesia</i> <i>Continuing Sukuk Ijarah I Phase I Year 2022</i>					
	Seri/ Serie A	117.350.000	8.331.850	5	5 Agustus 2022/ August 5, 2022	5 Agustus 2027/ August 5, 2027
	Seri/ Serie B	382.650.000	30.612.000	7	5 Agustus 2022/ August 5, 2022	5 Agustus 2029/ August 5, 2029
2	Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024/ <i>Kereta Api Indonesia</i> <i>Continuing Sukuk Ijarah I Phase II Year 2024</i>					
	Seri/ Serie A	62.500.000	4.312.500	3	9 Agustus 2024/ August 9, 2024	9 Agustus 2027/ August 9, 2027
	Seri/ Serie B	127.270.000	9.163.440	5	9 Agustus 2024/ August 9, 2024	9 Agustus 2029/ August 9, 2029
	Seri/ Serie C	110.230.000	8.046.790	7	9 Agustus 2024/ August 9, 2024	9 Agustus 2031/ August 9, 2031
3	Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024/ <i>Kereta Api Indonesia</i> <i>Continuing Sukuk Ijarah II Phase I Year 2024</i>					
	Seri/ Serie A	116.540.000	7.808.180	3	19 November 2024/ November 19, 2024	19 November 2027/ November 19, 2027
	Seri/ Serie B	83.135.000	5.819.450	5	19 November 2024/ November 19, 2024	19 November 2029/ November 19, 2029
	Seri/ Serie C	300.325.000	21.323.075	7	19 November 2024/ November 19, 2024	19 November 2031/ November 19, 2031

f. Entitas Anak

Perusahaan memiliki entitas anak pada 31 Desember 2024 dan 2023 sebagai berikut:

f. The Subsidiaries

The Company has subsidiaries as of December 31, 2024 and 2023 as follows:

No.	Entitas Anak/ Subsidiaries	Domisili/ Domicile	Kegiatan Pokok/ Main Activity	Tahun Pendirian/ Establishment Date	Tahun Operasi/ Year of Operation	Persentase Kepemilikan/ Percentage of Ownership		Jumlah Aset Sebelum Eliminasi/ Total Assets Before Elimination	
						2024 (%)	2023 (%)	2024 Rp	2023 Rp
1	PT Reska Multi Usaha (RMU)	Jakarta	Restoran Kereta Api/ The Railways Restaurant	2003	2003	99,74	99,74	783.454.192	560.460.847
2	PT Railink (Railink)	Jakarta	Transportasi Kereta Api Bandara/ Airport Railways	2005	2014	60,00	60,00	434.921.035	423.753.460
3	PT Kereta Commuter Indonesia (KCI)	Jakarta	Transportasi Kereta Commuter/ Commuter Railways	2008	2008	99,78	99,78	3.974.460.215	3.392.366.123
4	PT KA Logistik (KALOG)	Jakarta	Distribusi Logistik berbasis Kereta Api/ Railway-Based Logistic Service	2009	2009	99,30	99,30	926.363.172	865.859.021
5	PT KA Properti Manajemen (KAPM)	Jakarta	Pengelolaan Aset Properti Perkeretaapian/ Railway Property Asset Management	2009	2009	99,63	99,63	1.215.899.264	825.751.525
6	PT KA Pariwisata (KAWIS)	Jakarta	Pariwisata Kereta Api/ Railways Tourism	2009	2010	99,90	99,90	328.536.295	299.222.056

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PT Reska Multi Usaha (RMU)

RMU didirikan berdasarkan Akta No. 18 tanggal 2 Juli 2003 oleh Notaris Darwin Ginting, S.H., M.H., yang telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C - 21011 HT 01.01. Tahun 2003 tanggal 4 September 2003.

Anggaran Dasar RMU telah mengalami beberapa kali perubahan, terakhir dengan akta Nomor 25 tanggal 31 Agustus 2023 oleh Notaris Julius Purnawan, S.H., M.Si. mengenai Perubahan Modal Dasar. Perubahan ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dalam surat keputusan No. AHU-0053016.AH.01.02 tanggal 5 September 2023.

Modal dasar RMU sebesar Rp100.749.000 terbagi atas 100.749 saham dengan bernilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 100.749 saham atau sebesar Rp100.749.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 99,74% atau sebanyak 100.487 saham dengan nilai sebesar Rp100.487.000.
- Yayasan Pusaka memiliki 0,26% atau sebanyak 262 saham dengan nilai sebesar Rp262.000.

PT Railink (Railink)

Railink didirikan berdasarkan Surat Persetujuan dari Menteri Negara BUMN No. S-108/MBU/2005 tanggal 8 Maret 2005 dan Akta Pendirian No. 34 tanggal 28 September 2006, dari Notaris Ny. Silvia Abbas Sudrajat, S.H., Notaris di Banten yang telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. W29-00480HT.01.01. TH.2006, pada tanggal 7 Desember 2006.

1. General (Continued)

PT Reska Multi Usaha (RMU)

RMU was established based on Notarial Deed No. 18 dated on July 2, 2003 of Notary Darwin Ginting, S.H., M.H., which approved by the Minister of Law of the Republic of Indonesia in his Decision Letter No. C - 21011 HT 01.01 Tahun 2003 dated September 4, 2003.

RMU's Articles of association has been amended several times, most recently by Notarial Deed No. 25 dated August 31, 2023 of Notary Silvia Anugrahwy, S.H., M.Kn. concerning the Changes in the Authorized Capital. The amendments were approved by the Minister of Law and Human Rights in his Decision Letter No. AHU-0053016.AH.01.02 dated September 5, 2023.

The authorized capital of RMU amounted to Rp100,749,000 composed of 100,749 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted to Rp100,749,000 composed of 100,749 shares with share ownership as follows:

- The Company owns 99.74% or 100,487 shares amounting to Rp100,487,000.
- Yayasan Pusaka owns 0.26% or 262 shares amounting to Rp262,000.

PT Railink (Railink)

Railink was established based on Letter of Approval from Minister of SOEs No. S-108/MBU/2005 dated March 8, 2005, and Notarial Deed No. 34 dated September 28, 2006 of Notary Ny. Silvia Abbas Sudrajat, S.H., Notary in Banten, which has been approved by the Minister of Law and Human Right of Republic of Indonesia in his Decision Letter No. W29-00480HT.01.01.TH.2006 dated December 7, 2006.

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1. Umum (Lanjutan)

Anggaran Dasar Railink telah mengalami beberapa kali perubahan, perubahan terakhir adalah menurut Keputusan Para Pemegang Saham yang telah disahkan dengan Akta Notaris Ariani Lakhsmijati Rachim, S.H., No. 05 tanggal 27 Januari 2023 mengenai Perubahan Modal Dasar dan Modal Disetor kepada Railink. Akta perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Persetujuan Perubahan Anggaran Dasar dengan Surat Keputusan No. AHU-AH.01.03-0017880 tanggal 31 Januari 2023

Modal dasar Railink sebesar Rp879.400.000, ditempatkan dan disetor penuh sebanyak 879.400 saham dengan nilai nominal sebesar Rp1.000 per saham atau sebesar Rp879.400.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 60,00% atau sebanyak 527.640 saham dengan nilai sebesar Rp527.640.000.
- PT Angkasa Pura II (Persero) memiliki 40,00% atau sebanyak 351.760 saham dengan nilai sebesar Rp351.760.000.

PT Kereta Commuter Indonesia (KCI)

KCI didirikan berdasarkan Akta Notaris Ilmiawan Dekrit S., S.H., pada tanggal 15 September 2008 No.457 yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-74707.AH.01.01, tanggal 16 Oktober 2008.

1. General (Continued)

Railink's Article of Association has been amended several times, most recently by Agreement of Stockholders legalized by the Notarial Deed of Ariani Lakhsmijati Rachim, S.H., No. 05 dated January 27, 2023 concerning the Changes in the authorized and paid in capital. These amendments have been approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. Decision Letter of Amended's articles No. AHU-AH.01.03-0017880 dated January 31, 2023.

The authorized capital of Railink amounted to Rp879,400,000, issued and fully paid capital amounted to Rp879,400,000 composed of 879,400 shares with par value of Rp1,000 per share with share ownership as follows:

- *The Company owns 60.00% or 527,640 shares amounting to Rp527,640,000.*
- *PT Angkasa Pura II (Persero) owns 40.00% or 351,760 shares amounting to Rp351,760,000.*

PT Kereta Commuter Indonesia (KCI)

KCI was established based on Notarial Deed of Ilmiawan Dekrit S., S.H., No. 457 dated September 15, 2008 which is approved by the Minister of Law and Human Right of Republic of Indonesia in his Decision Letter No. AHU-74707.AH.01.01, dated October 16, 2008.

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1. Umum (Lanjutan)

Anggaran Dasar KCI telah mengalami beberapa perubahan, perubahan terakhir berdasarkan Akta No. 1 tanggal 7 Januari 2019 dari Notaris Tri Mulyahati, S.H., yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan surat keputusan No. AHU-0002753.AH.01.02 Tahun 2019 tanggal 18 Januari 2019 (Catatan 54a).

- Perusahaan memiliki 99,78% atau sebanyak 230.000 saham dengan nilai sebesar Rp230.000.000.
- Yayasan Pusaka memiliki 0,22% atau sebanyak 500 saham dengan nilai sebesar Rp500.000.

Pada tahun 2022, KCI telah mendapat persetujuan penambahan pengoperasian pada lintas pelayanan Manggarai-Bandar Udara Soekarno-Hatta sesuai dengan Surat Keputusan Kementerian Perhubungan melalui Direktur Jenderal Perkeretaapian No. KA.005/1/4/DJKA/2022 pada tanggal 29 Juli 2022 (Catatan 34).

PT KA Logistik (KALOG)

KALOG didirikan berdasarkan Surat Persetujuan dari Menteri Negara BUMN No. S-536/MBU/2009, tanggal 29 Juli 2009 dan berdasarkan Akta Pendirian No. 10, tanggal 8 September 2009 yang dibuat di hadapan Ny. Fathiah Helmi, S.H., Notaris di Jakarta. Akta pendirian KALOG telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-51175.AH.01.01, pada tanggal 22 Oktober 2009.

Anggaran Dasar KALOG telah mengalami beberapa kali perubahan, terakhir dengan Akta Notaris Yoshsi, S.H., M.Kn No. III tanggal 27 November 2023 mengenai perubahan Pasal 3 Anggaran Dasar tentang maksud dan tujuan serta kegiatan. Perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan tertanggal 30 November 2023 nomor AHU-0074532.AH.01.02.Tahun 2023.

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KCI's Article of Association has been amended several time, most recently by Notarial Deeds No. 1 on January 7, 2019 of Notary Mulyahati, S.H., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-0002753.AH.01.02 Tahun 2019 dated January 18, 2019 (Notes 54a).

- The Company owns 99.78% or 230,000 shares amounting to Rp230,000,000.
- Yayasan Pusaka owns 0.22% or 500 shares amounting to Rp500,000.

In 2022, KCI has received approval for additional operations on the Manggarai-Soekarno-Hatta Airport service line in accordance with the Decree of the Ministry of Transportation through the Director General of Railways No. KA.005/1/4/DJKA/2022, on July 29, 2022 (Note 34).

PT KA Logistik (KALOG)

KALOG was established based on the Letter of Approval from the Minister of SOEs No. S-536/MBU/2009, dated July 29, 2009 and based on the Deed of Establishment No. 10, dated September 8, 2009 of Ny. Fathiah Helmi, S.H., Notary in Jakarta. Deed of establishment was approved by the Minister of Law and Human Rights Republic of Indonesia in his Decision Letter. No. AHU-51175.AH.01.01, dated October 22, 2009.

KALOG's Articles of Association have been amended several times, most recently by Notarial Deed of Yoshsi, S.H., M.Kn No. III dated November 27, 2023 concerning amendments to Article 3 of the Articles of Association regarding the aims and objectives as well as business. This amendment has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with a Decree dated November 30, 2023 number AHU-0074532.AH.01.02. year 2023.

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1. Umum (Lanjutan)

Modal dasar KALOG sebesar Rp99.100.000 terbagi atas 99.100 saham dengan bernilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 75.275 saham atau sebesar Rp75.275.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 99,30% atau sebanyak 74.750 saham dengan nilai sebesar Rp74.750.000.
- Yayasan Pusaka memiliki 0,70% atau sebanyak 525 saham dengan nilai sebesar Rp525.000.

PT KA Properti Manajemen (KAPM)

KAPM didirikan berdasarkan Surat Persetujuan dari Menteri Negara BUMN No. S- 535/MBU/2009, tanggal 29 Juli 2009 dan berdasarkan Akta Pendirian No. 9, tanggal 8 September 2009 yang dibuat dihadapan Ny. Fathiah Helmi, S.H., Notaris di Jakarta. Akta Pendirian tersebut telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-5150.AH.01.01 pada tanggal 26 Oktober 2009.

Anggaran Dasar KAPM telah beberapa kali mengalami perubahan, terakhir Akta No. 21 tertanggal 11 November 2020 mengenai perubahan modal dasar yang dibuat oleh Notaris Dini Lastari Siburian, S.H, M.Kn., di Jakarta telah dicatat dalam database Sistem Badan Hukum Kementerian Hukum dan Hak Asasi Manusia sesuai suratnya No. AHU-0189728.AH.01.11 tanggal 12 November 2020.

Modal dasar KAPM sebesar Rp273.575.000 terbagi atas 273.575 saham dengan nilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 273.575 saham atau sebesar Rp273.575.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 99,63%, atau sebanyak 272.550 saham dengan nilai sebesar Rp272.550.000.
- Yayasan Pusaka memiliki 0,37% atau sebanyak 1.025 saham dengan nilai sebesar Rp1.025.000.

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The authorized capital of KALOG amounted to Rp99,100,000 composed of 99,100 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted Rp75,275,000 composed of 75,275 shares with share ownership as follows:

- The Company owns 99.30% or 74,750 shares amounting to Rp74,750,000.
- Yayasan Pusaka owns 0.70% or 525 shares amounting to Rp525,000.

PT KA Properti Manajemen (KAPM)

KAPM was established under the Letter of Approval from the Minister of SOEs No. S-535/MBU/2009, dated July 29, 2009 and based on the Deed of Establishment No. 9 dated September 8, 2009 of Ny. Fathiah Helmi, S.H., Notary in Jakarta. Deed of Establishment has been approved by the Ministry of Law and Human Rights Republic of Indonesia in Decision Letter No. AHU-5150.AH.01.01 on October 26, 2009.

KAPM's Articles of Association have been amended several times, most recently by Deed No. 21 dated November 11, 2020 concerning the Changes in the authorized capital of Notary Dini Lastari Siburian, S.H, M.Kn., in Jakarta have been recorded in the Legal Entity Database System of the Minister of Justice and Human Rights according to Decision Letter No. AHU-0189728.AH.01.11 dated November 12, 2020.

The authorized capital of KAPM amounted to Rp273,575,000 composed of 273,575 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted to Rp273,575,000 composed of 273,575 shares with share ownership as follows:

- The Company owns 99.63% or 272,550 shares amounting to Rp272,550,000.
- Yayasan Pusaka owns 0.37% or 1,025 shares amounting to Rp1,025,000.

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1. Umum (Lanjutan)

PT KA Pariwisata (KAWIS)

KAWIS didirikan berdasarkan Surat Persetujuan dari Menteri Negara BUMN No. S- 537/MBU/2009 tanggal 29 Juli 2009 dan berdasarkan Akta Pendirian No. 11, tanggal 8 September 2009, Notaris Ny. Fathiah Helmi, S.H., dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat Keputusan No. AHU-04724.AH.01.01, tanggal 28 Januari 2010.

Anggaran Dasar KAWIS telah mengalami perubahan berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Kereta Api Pariwisata No. 77, tanggal 13 November 2020 mengenai perubahan modal dasar yang dibuat dihadapan Notaris Agung Sri Wijayanti S.H, M.Kn., telah dicatat dalam database Sistem Badan Hukum Kementerian Hukum dan Hak Asasi Manusia sesuai suratnya AHU-0193367.AH.01.11 Tahun 2020 tanggal 18 November 2020.

Modal dasar KAWIS sebesar Rp99.100.000 terbagi atas 24.775 saham dengan nilai nominal Rp1.000 per saham.

Jumlah modal ditempatkan dan disetor penuh sebanyak 24.775 saham atau sebesar Rp24.775.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 99,90%, atau sebanyak 24.750 saham dengan nilai sebesar Rp24.750.000.
- Yayasan Pusaka memiliki 0,10% atau sebanyak 25 saham dengan nilai sebesar Rp25.000.

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1. General (Continued)

PT KA Pariwisata (KAWIS)

KAWIS was established within Letters of approval from the Minister of SOEs No. S-537/MBU/2009, dated July 29, 2009 and based on Notarial Deed No. 11 of Notary Ny. Fathiah Helmi, S.H., dated September 8, 2009 and approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-04724.AH.01.01, dated on January 28, 2010.

The Articles of Association have been amended by Deed of Statement of Shareholders Resolution of PT Kereta Api Pariwisata No. 77, dated November 13, 2020 concerning the Changes in the authorized capital of Notary Agung Sri Wijayanti S.H, M.Kn., have been recorded in the Legal Entity Database System of the Minister of Justice and Human Rights according to Decision Letter No. AHU-0193367.AH.01.11 year 2020 dated November 18, 2020.

The authorized capital of KAWIS amounted to Rp99,100,000 composed of 24,775 shares with par value of Rp1,000 per share.

Total issued and fully paid capital amounted to Rp24,775,000 composed of 24,775 shares with share ownership as follows:

- The Company owns 99.90% or 24,750 shares amounting to Rp24,750,000.
- Yayasan Pusaka owns 0.10% or 25 shares amounting to Rp25,000.

2. Informasi Kebijakan Akuntansi Material

a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI), serta peraturan Pasar Modal yang berlaku antara lain Peraturan No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

b. Dasar Pengukuran dan Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi, dan pendanaan.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Rupiah, yang merupakan mata uang fungsional Grup.

c. Prinsip-prinsip Konsolidasian

Laporan keuangan konsolidasian mencakup laporan keuangan Perusahaan dan entitas-entitas anak seperti disebutkan pada Catatan 1.

Keberadaan dan dampak dari hak suara potensial dimana Grup memiliki kemampuan praktis untuk melaksanakan (yakni hak substantif) dipertimbangkan

2. Material Accounting Policies Information

a. Statement of Compliance

The consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) which issued by the Financial Accounting Standard Board-Indonesian Institute of Accountant (DSAK-IAI), and regulations in the Capital Market include Regulations No. VIII.G.7 regarding the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

b. Basis of Measurement and Preparation of the Consolidated Financial Statements

The consolidated financial statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for the consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing, and financing activities.

The presentation currency used in the preparation of the consolidated financial statements is Rupiah which is the functional currency of the Group.

c. Principles of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and subsidiaries as described in Note 1.

The existence and effect of substantive potential voting rights that the Group has the practical ability to exercise (is substantive rights) are considered when

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**2. Informasi Kebijakan Akuntansi Material
(Lanjutan)**

**2. Material Accounting Policies Information
(Continued)**

saat menilai apakah Grup mengendalikan entitas lain.

assessing whether the Group controls another entity.

Laporan keuangan Grup mencakup hasil usaha, arus kas, aset dan liabilitas dari perusahaan dan seluruh entitas anak yang secara langsung dan tidak langsung, dikendalikan oleh Perusahaan. Entitas anak dikonsolidasikan sejak tanggal efektif akuisisi, yaitu tanggal dimana Grup secara efektif memperoleh pengendalian atas bisnis yang diakuisisi, sampai tanggal pengendalian berakhir.

The Group financial statements incorporate the results, cash flows, assets and liabilities of the Company and all of its directly and indirectly controlled subsidiaries. The subsidiaries are consolidated from the effective date of acquisition, which is the date on which the Group effectively obtains control of the acquired business, until that control ceases.

Entitas induk menyusun laporan keuangan konsolidasian dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Seluruh transaksi, saldo, penghasilan, beban, dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam kelompok usaha dieliminasi secara penuh.

A parent entity prepares consolidated financial statements using uniform accounting policies for like transactions and other events in similar circumstances. All intragroup transactions, balances, income, expenses and cash flows relating to transactions between entities of the group are eliminated in full.

Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan non-pengendali meskipun hal tersebut mengakibatkan kepentingan non-pengendali memiliki saldo defisit.

The Group attributed the profit and loss and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance.

Grup menyajikan kepentingan non-pengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity owners of the parent.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian adalah transaksi ekuitas (yaitu transaksi pemilik dalam kapasitasnya sebagai pemilik). Ketika proporsi ekuitas yang dimiliki oleh kepentingan non-pengendali berubah, Grup menyesuaikan jumlah tercatat kepentingan non-pengendali untuk mencerminkan perubahan kepemilikan relatifnya dalam entitas anak. Selisih antara jumlah tercatat kepentingan non-pengendali yang disesuaikan dan nilai wajar dari jumlah yang diterima atau dibayarkan diakui langsung dalam ekuitas dan diatribusikan pada pemilik dari entitas induk.

Changes in the parent's ownership interest in a subsidiary that do not result in loss of control are equity transactions (i.e. transactions with owners in their capacity as owners). When the proportion of equity held by non-controlling interest change, the Group adjusted the carrying amounts of the controlling interest and non-controlling interest to reflect the changes in their relative interest in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the parent.

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**2. Informasi Kebijakan Akuntansi Material
(Lanjutan)**

Jika Grup kehilangan pengendalian, maka Grup:

- a. Menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas entitas anak pada jumlah tercatatnya ketika pengendalian hilang;
- b. Menghentikan pengakuan jumlah tercatat setiap kepentingan non-pengendali pada entitas anak terdahulu ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan non-pengendali);
- c. Mengakui nilai wajar pembayaran yang diterima (jika ada) dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- d. Mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian;
- e. Mereklasifikasi ke laba rugi, atau mengalihkan secara langsung ke saldo laba jika disyaratkan oleh SAK lain, jumlah yang diakui dalam penghasilan komprehensif lain dalam kaitan dengan entitas anak; dan
- f. Mengakui perbedaan apapun yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi yang diatribusikan kepada entitas induk.

d. Investasi pada Entitas Asosiasi

Entitas asosiasi adalah entitas dimana Grup memiliki kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut (pengaruh signifikan).

Investasi pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, pengakuan awal investasi diakui sebesar biaya perolehan, dan jumlah tercatat ditambah atau dikurang untuk mengakui bagian atas laba rugi dan penghasilan atau kerugian komprehensif lain *investee* setelah tanggal perolehan. Bagian atas laba rugi *investee* diakui dalam laba rugi. Penerimaan distribusi dari *investee* mengurangi nilai tercatat investasi.

**2. Material Accounting Policies Information
(Continued)**

If the Group loses control, the Group:

- a. Derecognizes the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;*
- b. Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- c. Recognizes the fair value of the consideration received (if any), from the transaction, event or circumstances that resulted the loss of control;*
- d. Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;*
- e. Reclassifies to profit or loss, or transfer directly to retained earnings if required by other SAK's, the amount recognized in other comprehensive income in relation to the subsidiaries; and*
- f. Recognizes any resulting difference as a gain or loss attributable to the parent.*

d. Investments in Associates

Associates are entities which the Group has the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies (significant influence).

Investment in associates accounted using the equity method. Under the equity method, the investment in an associate is initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss and other comprehensive income or loss of the investee after the date of acquisition. The investor's share of the profit or loss of the investee is recognised in profit or loss. Distributions received from an investee reduce the carrying amount of the investment.

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**2. Informasi Kebijakan Akuntansi Material
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Penyesuaian terhadap jumlah tercatat tersebut juga mungkin dibutuhkan untuk perubahan dalam proporsi bagian investor atas *investee* yang timbul dari penghasilan komprehensif lain, termasuk perubahan yang timbul dari revaluasi aset tetap dan selisih penjabaran valuta asing. Bagian investor atas perubahan tersebut diakui dalam penghasilan komprehensif lain.

Grup menghentikan penggunaan metode ekuitas sejak tanggal ketika investasinya berhenti menjadi investasi pada entitas asosiasi sebagai berikut:

- (a) jika investasi menjadi entitas anak.
- (b) jika sisa kepentingan dalam entitas asosiasi merupakan aset keuangan, maka Grup mengukur sisa kepentingan tersebut pada nilai wajar.
- (c) ketika Grup menghentikan penggunaan metode ekuitas, Grup mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan investasi tersebut menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika *investee* telah melepaskan secara langsung aset dan liabilitas terkait.

e. Pengaturan Bersama

Pengaturan bersama adalah pengaturan yang dua atau lebih pihak memiliki pengendalian bersama, yaitu persetujuan kontraktual untuk berbagi pengendalian atas suatu Pengaturan Bersama yang ada hanya ketika keputusan mengenai aktivitas relevan mensyaratkan persetujuan dengan suara bulat dari seluruh pihak yang berbagi pengendalian.

Grup mengklasifikasikan pengaturan bersama sebagai:

- 1) Operasi Bersama
Merupakan pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset dan kewajiban terhadap liabilitas, terkait dengan pengaturan tersebut. Para pihak tersebut disebut operator bersama.

**2. Material Accounting Policies Information
(Continued)**

Adjustments to the carrying amount may also be necessary for changes in the investor's proportionate in the investee arising from changes in the investee's other comprehensive income, including those arising from the revaluation of fixed assets and from foreign exchange translation differences. The investor's share of those changes is recognized in other comprehensive income.

The Group discontinue the use of the equity method from the date when its investment ceases to be an associate as follows:

- (a) if the investment becomes a subsidiary.
- (b) If the retained interest in the former associate is a financial asset, the Group measure the retained interest at fair value.
- (c) when the Group discontinue the use of the equity method, the Group accounts for all amounts previously recognized in other comprehensive income in relation to that investment on the same basis as would have been required if the investee had directly disposed of the related assets or liabilities.

e. Joint Arrangement

Joint arrangement is an arrangement of which two or more parties have joint control, i.e. the contractually agreed sharing of control of Joint Arrangement, which exist only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group classified joint arrangement as:

- 1) Joint Operation
Represents joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Those parties are called joint operator.

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**2. Material Accounting Policies Information
(Continued)**

Operator bersama mengakui hal berikut terkait dengan kepentingannya dalam operasi bersama:

A joint operator recognize in relation to its interest in a joint operation:

- (a) Aset, mencakup bagiannya atas setiap aset yang dimiliki bersama;
- (b) Liabilitas, mencakup bagiannya atas liabilitas yang terjadi bersama;
- (c) Pendapatan dari penjualan bagiannya atas output yang dihasilkan dari operasi bersama;
- (d) Bagiannya atas pendapatan dari penjualan output oleh operasi bersama; dan
- (e) Beban, mencakup bagiannya atas setiap beban yang terjadi secara bersama-sama.

- (a) *Assets, including its share of any assets held jointly;*
- (b) *Liabilities, including its share of any liabilities incurred jointly;*
- (c) *Revenue from the sale of its share of the output arising from the joint operation;*
- (d) *Share of the revenue from the sale of the output by the joint operation; and*
- (e) *Expenses, including its share of any expenses incurred jointly.*

2) Ventura Bersama

Merupakan pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto pengaturan tersebut. Para pihak tersebut disebut sebagai venturer bersama.

2) Joint Venture

Represents joint arrangement whereby the parties that have joint control upon the agreement, have rights to the net assets of the arrangement. Those parties are called joint venturers.

Venturer bersama mengakui kepentingannya dalam ventura bersama sebagai investasi dan mencatat investasi tersebut dengan menggunakan metode ekuitas.

Joint venturers recognize its interest in a joint venture as an investment and accounts for that investment using the equity method.

f. Transaksi dan Saldo dalam Mata Uang Asing

Dalam menyiapkan laporan keuangan, setiap entitas di dalam Grup mencatat dengan menggunakan mata uang dari lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional"). Mata uang fungsional Perusahaan dan seluruh entitas anak adalah Rupiah.

f. Foreign Currency Transaction and Balances

In preparing the financial statements, each of the entities within the Group record by using the currency of the primary economic environment in which the entity operates ("the functional currency"). The functional currency of the Company and all subsidiaries is Indonesian Rupiah.

Transaksi-transaksi selama periode dan tahun berjalan dalam mata uang asing dicatat dalam Rupiah dengan kurs spot antara Rupiah dan valuta asing pada tanggal transaksi. Pada akhir periode pelaporan, pos moneter dalam mata uang asing dijabarkan ke dalam Rupiah menggunakan kurs tengah Bank Indonesia pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

Transactions during the period and year in foreign currencies are recorded in Rupiah by applying to the foreign currency amount the spot exchange rate between Rupiah and the foreign currency at the date of transactions. At the end of reporting period, foreign currency monetary items are translated to Rupiah using the closing rate of Bank of Indonesia at December 31, 2024 and 2023 as follows:

**2. Informasi Kebijakan Akuntansi Material
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**2. Material Accounting Policies Information
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Mata Uang Asing (Nilai Penuh)	2024	2023	Foreign Currency (Full Amount)
Dolar Amerika Serikat	16.162	15.416	United States Dollar
Yen Jepang	102	110	Japanese Yen
Euro	16.851	17.140	Euro
Yuan China	2.214	2.170	Yuan China

Selisih kurs yang timbul dari penyelesaian pos moneter dan dari penjabaran pos moneter dalam mata uang asing diakui dalam laba rugi.

Exchange differences arising on the settlement of monetary items or on translating monetary items in foreign currencies are recognized in profit or loss.

g. Transaksi Pihak-pihak Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a) Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan sesama entitas anak saling berelasi dengan entitas lainnya);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, dimana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;

g. Transactions with Related Parties

A related party is a person or an entity that is related to the reporting entity:

- a) *A person or a close member of that person's family is related to a reporting entity if that person:*
 - i. *has control or joint control of the reporting entity;*
 - ii. *has significant influence over the reporting entity; or*
 - iii. *is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.*
- b) *An entity is related to the reporting entity if any of the following conditions applies:*
 - i. *The entity and the reporting entity are members of the same group (which means that each parent, subsidiary, and subsidiary is related to the others);*
 - ii. *One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);*
 - iii. *Both entities are joint ventures of the same third party;*
 - iv. *One entity is a joint venture of a third entity and the other entity is an associate of the third entity;*

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**2. Material Accounting Policies Information
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- v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
- vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
- vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau
- viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Negara BUMN sebagai kuasa pemegang saham.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Catatan 42.

- v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity itself is the programme organizer, the sponsoring employers are also related to the reporting entity;
- vi. The entity is controlled or jointly controlled by a person identified in (a);
- vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); or
- viii. The entity, or any member of a group which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government agencies and similar bodies whether local, national or international.

Entity related to the Government can be an entity which controlled or significantly influenced by the Ministry of Finance that representing as the shareholders of the entity or an entity controlled by the Government of Republic of Indonesia, represented by the Ministry of SOEs as a shareholder's representative.

All significant transactions and balances with related parties are disclosed in Note 42.

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**2. Material Accounting Policies Information
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h. Kas dan Setara Kas

Kas dan setara kas termasuk kas, kas di bank (rekening giro), dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang pada saat penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

Dalam komponen setara kas tidak termasuk deposito berjangka yang dijadikan jaminan pada bank walaupun jatuh temponya tidak lebih dari 3 (tiga) bulan. Deposito yang bersangkutan disajikan dalam kelompok aset lancar sepanjang penjaminan tersebut meliputi periode tidak lebih dari satu tahun dari tanggal laporan posisi keuangan.

i. Dana Dibatasi Penggunaannya

Rekening yang dibatasi penggunaannya dan atau digunakan sebagai jaminan diklasifikasi berdasarkan jatuh temponya.

j. Piutang Usaha

Piutang usaha merupakan jumlah yang akan diterima dari pelanggan atas layanan yang diberikan dari kegiatan usaha.

Piutang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

k. Persediaan

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi neto. Biaya persediaan terdiri dari seluruh biaya pembelian, biaya konversi, dan biaya lain yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto merupakan taksiran harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

h. Cash and Cash Equivalents

Cash and cash equivalents are cash on hand, cash in banks (current account) and time deposits with maturity periods of three months or less at the time of investment that are not used as collateral or are not restricted.

The components of cash equivalents does not include time deposit which was pledged as collateral for a bank, although the maturities are shorter than 3 (three) months. The mentioned deposit is presented in the current assets of the guarantee covers a period not exceeding one year from the balance sheet date.

i. Restricted Fund

Current accounts which are restricted and or used as security are classified based on the maturity.

j. Trade Receivables

Trade receivables are amounts due to customers for services rendered in the ordinary course of business.

Account and other receivables are recognized initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

k. Inventories

Inventories are carried at the lower of cost and net realizable value. The cost of inventories comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make sales.

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**2. Material Accounting Policies Information
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Setiap penurunan nilai persediaan di bawah biaya perolehan menjadi nilai realisasi neto dan seluruh kerugian persediaan diakui sebagai beban pada periode terjadinya penurunan atau kerugian tersebut. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi neto, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

The amount of any write-down of inventories to net realizable value and all losses of inventories shall be recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realizable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

l. Biaya Dibayar di Muka

Biaya dibayar di muka diamortisasi selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus.

l. Prepaid Expenses

Prepaid expenses are amortized to operations using straight-line method over their beneficial periods.

m. Properti Investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau kedua-duanya) yang dikuasai oleh pemilik atau penyewa melalui sewa pembiayaan untuk menghasilkan sewa atau untuk kenaikan nilai atau kedua-duanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

m. Investment Properties

Investment properties are properties (land or a building or part of a building or both) held by the owner or the lessee under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the daily business activities.

Properti investasi diakui sebagai aset jika dan hanya jika besar kemungkinan manfaat ekonomi masa depan yang terkait dengan properti investasi akan mengalir ke entitas dan biaya perolehan properti investasi dapat diukur dengan andal.

Investment property is recognized as an asset when, and only when there is a probability that the future economic benefits which are associated with the investment property, will flow into the entity and the cost of the investment property can be measured reliably.

Properti investasi pada awalnya diukur sebesar biaya perolehan, meliputi harga harga pembelian dan setiap pengeluaran yang dapat diatribusikan secara langsung (biaya jasa hukum, pajak pengalihan properti, dan biaya transaksi lain). Biaya transaksi termasuk dalam pengukuran awal tersebut.

An investment property shall be measured initially at its cost, comprises its purchase price and any directly attributable expenditure (professional fees for legal services, property transfer taxes and other transaction costs). Transaction costs are included in the initial measurement.

Setelah pengakuan awal, Grup memilih menggunakan model biaya dan mengukur property investasi sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai aset. Hak atas tanah tidak disusutkan dan disajikan sebesar biaya perolehan.

After initial recognition, the Group may choose to use cost model and measure its investment property at acquisition cost less accumulated depreciation and accumulated impairment losses. Landrights are not depreciated and are carried at costs.

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Bangunan disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis (12-40 tahun).

Pengalihan ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik dan dimulainya sewa operasi kepada pihak lain.

Pengalihan dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik dan dimulainya pengembangan untuk dijual.

Properti investasi dihentikan pengakuannya pada saat dilepaskan atau ketika tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset, dan diakui dalam laba rugi pada periode terjadinya penghentian atau pelepasan.

n. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diperlukan agar aset siap digunakan sesuai intensi manajemen.

Apabila relevan, biaya perolehan juga dapat mencakup estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap, kewajiban tersebut timbul ketika aset tetap diperoleh atau sebagai konsekuensi penggunaan aset tetap selama periode tertentu untuk tujuan selain untuk memproduksi persediaan selama periode tersebut.

**2. Material Accounting Policies Information
(Continued)**

Buildings are depreciated using the straight-line method over their estimated useful lives (12-40 years).

Transfer to investment property made when, and only when, there is a change in usage, evidenced by end of owner-occupation and commencement of an operating lease to another party.

Transfer from investment property made when, and only when, there is a change in usage, evidenced by commencement of owner-occupation and commencement of development with a view of sale.

An investment property is derecognized on disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal are determined as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss in the period of the retirement or disposal.

n. Fixed Assets

Fixed assets are initially recognized at cost, which comprises its purchase price and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

When applicable, the cost may also comprises the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

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**2. Material Accounting Policies Information
(Continued)**

Setelah pengakuan awal, aset tetap kecuali tanah dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

After initial recognition, fixed assets, except land, are carried at its cost less any accumulated depreciation, and any accumulated impairment losses.

Tanah diakui sebesar harga perolehannya dan tidak disusutkan.

Lands are recognized at its cost and are not depreciated.

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis aset sebagai berikut:

Depreciation of fixed assets starts when available for use and was computed by using straight-line method based on the estimated useful lives of assets as follows:

Jenis Aset Tetap	Masa Manfaat (Tahun)/ Useful Lives (Years)	Tarif Penyusutan Per Tahun/ Depreciation Rate Per Year	Type of Fixed Assets
Sarana			Rolling Stock
Lokomotif	30	3,33%	Locomotive
Kereta	15-30	3,33% - 6,67%	Train
Gerbong	30	3,33%	Wagons
Prasarana			Infrastructure
Bangunan	12-40	2,50% - 10%	Building
Prasarana dan Instalasi	5-20	5,00% - 20,00%	Infrastructure and Installation
Fasilitas			Facilities
Mesin dan Peralatan	3-40	2,50% - 33,33%	Machinery and Equipment
Kendaraan	4-8	12,50% - 25,00%	Vehicles
Inventaris	4-5	20,00% - 25,00%	Supplies

Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai "aset tetap dalam penyelesaian" dan dinyatakan sebesar biaya perolehannya.

Self-constructed fixed assets are presented as part of the fixed assets under "assets under construction" and are stated at its cost.

Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan konstruksi aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset tetap dalam konstruksi. Biaya perolehan aset tetap dalam konstruksi tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized as part of the cost of assets in construction. Cost of assets in construction shall exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

Akumulasi biaya perolehan akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

The accumulated costs will be transferred to the respective fixed assets items at the time the asset is completed or ready for use and are depreciated since the operation.

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Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (yang ditentukan sebesar selisih antara jumlah hasil pelepasan bersih, jika ada, dan jumlah tercatatnya) dimasukkan dalam laba rugi pada saat penghentian pengakuan tersebut dilakukan.

Pada akhir periode pelaporan, Grup melakukan penelaahan berkala atas masa manfaat, nilai residu, metode penyusutan, dan sisa umur pemakaian berdasarkan kondisi teknis.

o. Perjanjian Konsesi Jasa

Grup telah menerapkan ISAK 112, "Perjanjian Konsesi Jasa" (ISAK 112) dan ISAK 229, "Perjanjian Konsesi Jasa: Pengungkapan" (ISAK 229) sehubungan dengan hak pengoperasian aset.

ISAK 112 mengatur prinsip umum dalam pengakuan dan pengukuran hak dan kewajiban terkait dengan perjanjian konsesi jasa. ISAK 112 mengatur bahwa infrastruktur tidak diakui sebagai aset tetap operator (pihak penerima konsesi jasa) karena perjanjian jasa kontraktual tidak memberikan hak kepada operator untuk mengendalikan penggunaan infrastruktur jasa publik.

Operator memiliki akses untuk mengoperasikan infrastruktur dalam menyediakan jasa publik untuk kepentingan pemberi konsesi sesuai dengan persyaratan yang ditentukan dalam kontrak.

ISAK 229 memberikan panduan spesifik mengenai pengungkapan yang diperlukan atas perjanjian konsesi jasa.

Selama masa konstruksi, akumulasi biaya perolehan dan konstruksi aset diakui sebagai aset konsesi dalam penyelesaian. Amortisasi mulai dibebankan pada saat aset konsesi tersebut siap digunakan.

**2. Material Accounting Policies Information
(Continued)**

The carrying amount of an item of fixed assets is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition (that determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item) is included in profit or loss when item is derecognized.

At the end of each reporting period, the Group made regular review of the useful lives, residual values, depreciation method and residual life based on the technical conditions.

o. Service Concession Arrangement

The Group has adopted ISAK 112, "Service Concession Arrangement" (ISAK 112) and ISAK 229, "Service Concession Arrangement: Disclosure" (ISAK 229) related to operating rights of assets.

ISAK 112 determines the general principles in the recognition and measurement of liabilities and rights related to service concession arrangement. ISAK 112 regulates that an operator (concession right beneficiary) does not recognize any infrastructure assets because the contractual service arrangement does not convey the right to control the use of the public service infrastructure to the operator.

The operator has access to operate the infrastructure to provide the public service on behalf of the grantor in accordance with the terms specified in the contract.

ISAK 229 provides specific guidance for the required disclosures regarding the service concession arrangement.

During the construction period, the accumulated cost of assets are recognized as concession assets in progress. The amortization of the cost starts when the concession assets are ready to be operated.

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Hak pengoperasian aset dihentikan pengakuannya pada saat berakhirnya masa konsesi. Tidak akan ada keuntungan atau kerugian saat penghentian pengakuan karena aset konsesi diharapkan telah diamortisasi secara penuh, akan diserahkan kepada Direktorat Jenderal Perkeretaapian (DJKA) tanpa syarat.

Hak pengoperasian aset yang diberikan kepada Grup dapat dialihkan dengan persetujuan Pemerintah/ DJKA.

Hak Pengoperasian aset diamortisasi sepanjang masa konsesi berkisar antara 30-50 tahun.

Aset konsesi ini akan diserahkan ke Pemerintah/ DJKA pada saat akhir masa konsesi dan, pada saat itu, seluruh akun yang berhubungan dengan aset konsesi akan dihentikan pengakuannya.

Selama periode konstruksi, Grup mengakui pendapatan dan biaya konstruksi sesuai dengan penambahan aset konsesi.

Biaya bunga dan biaya pinjaman lainnya, seperti diskonto baik yang secara langsung ataupun tidak langsung digunakan untuk mendanai proses pembangunan aset kualifikasian, dikapitalisasi sampai saat proses pembangunannya selesai.

Untuk pinjaman yang dapat dihubungkan secara langsung dengan suatu aset tertentu, jumlah yang dapat dikapitalisasi adalah sebesar biaya pinjaman yang terjadi dalam tahun berjalan, dikurangi dengan penghasilan investasi sementara dari pinjaman tersebut.

p. Biaya Pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian, dikapitalisasi sebagai bagian biaya perolehan aset tersebut.

Biaya pinjaman lainnya diakui sebagai beban pada saat terjadi.

**2. Material Accounting Policies Information
(Continued)**

The operation rights of assets are derecognized at the end of the concession period. There will be no gain or loss upon derecognition as the concession assets which are expected to be fully amortized by then, will be handed over to the Direktorat Jenderal Perkeretaapian (DJKA) for no consideration.

The operation rights of asset granted to the Group are transferrable with approval from the Government/ DJKA.

The operating rights of assets are amortized over the concession period ranging from 30-50 years.

These concession right assets will be transferred to the Government/ DJKA at the end of the concession period and, at such time, all accounts related to the concession rights assets will be derecognized.

During the construction period, the Group recognizes revenues and costs of construction in accordance with the addition of concession assets.

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date when the construction is completed.

For borrowings directly attributable to a qualifying asset, the amount allowed to be capitalized is determined as the actual borrowing costs incurred during the year, less any investment income earned from the temporary investment of such borrowings.

p. Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, are capitalized as part of the cost of that asset.

Other borrowing costs are recognized as an expense when incurred.

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Biaya pinjaman dapat mencakup beban bunga, beban keuangan dalam sewa pembiayaan atau selisih kurs yang berasal dari pinjaman dalam mata uang asing sepanjang selisih kurs tersebut diperlakukan sebagai penyesuaian atas biaya bunga.

Kapitalisasi biaya pinjaman dimulai pada saat Grup telah melakukan aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan atau dijual sesuai dengan intensinya serta pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan ketika secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan intensinya telah selesai.

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut.

Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

q. Penurunan Nilai Aset Non-keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, Grup mengestimasi jumlah terpulihkan aset tersebut.

**2. Material Accounting Policies Information
(Continued)**

Borrowing costs may include interest expense, finance charges in respect of finance leases, or exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Capitalization of borrowing costs commences when the Group undertakes activities necessary to prepare the asset for its intended use or sale and expenditures for the asset and its borrowing costs has been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets for its intended use or sale are complete.

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalized is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings.

For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalized is determined by applying a capitalisation on rate to the amount expended on the qualifying assets. The capitalisation on rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

q. Impairment of Assets Non-financial

At the end of each reporting period, the Group assess whether there is any indication that an asset may be impaired.

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Jika terdapat indikasi tersebut, Grup mengestimasi jumlah terpulihkan aset tersebut. Jumlah terpulihkan ditentukan atas suatu aset individual, dan jika tidak memungkinkan, Grup menentukan jumlah terpulihkan dari unit penghasil kas dari aset tersebut.

Jumlah terpulihkan adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dengan nilai pakainya. Nilai pakai adalah nilai kini dari arus kas yang diharapkan akan diterima dari aset atau unit penghasil kas.

Nilai kini dihitung dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan nilai waktu uang dan risiko spesifik atas aset atau unit yang penurunan nilainya diukur. Jika, dan hanya jika, jumlah terpulihkan aset lebih kecil dari jumlah tercatatnya, maka jumlah tercatat aset diturunkan menjadi sebesar jumlah terpulihkan. Penurunan tersebut adalah rugi penurunan nilai dan segera diakui dalam laba rugi.

Rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* dibalik jika, dan hanya jika, terdapat perubahan estimasi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Jika demikian, jumlah tercatat aset dinaikan ke jumlah terpulihkannya. Kenaikan ini merupakan suatu pembalikan rugi penurunan nilai.

r. Pendapatan Diterima di Muka

Pendapatan diterima di muka atas pemakaian lahan dan bangunan diamortisasi selama masa kontrak pemakaian dengan menggunakan metode garis lurus. Bagian tidak lancar atas pendapatan diterima dimuka disajikan sebagai bagian dari "Liabilitas Jangka Panjang" pada laporan posisi keuangan konsolidasian.

Pendapatan diterima di muka atas angkutan penumpang merupakan pendapatan atas jasa angkutan penumpang pengguna kereta api yang realisasi keberangkatannya pada periode berikutnya.

**2. Material Accounting Policies Information
(Continued)**

If any such indication exists, the Group shall estimate the recoverable amount of the asset. Recoverable amount is determined for an individual asset, if its is not possible, the Group determines the recoverable amount of the asset's cash-generating unit.

The recoverable amount is the higher of fair value less costs to sell and its value in use. Value in use is the present value of the estimated future cash flows of the asset or cash generating unit.

Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset or unit whose impairment is being measured. If, and only if, the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset shall be reduced to its recoverable amount. The reduction is an impairment loss and is recognized immediately in profit or loss.

An impairment loss recognized in prior period for an asset other than goodwill is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If this is the case, the carrying amount of the asset shall be increased to its recoverable amount. That increase is a reversal of an impairment loss.

r. Unearned Revenues

Unearned revenues from usage of land and buildings are amortized over the usage term using the straight-line method. The non-current portion of unearned revenues is shown as part of "Long-term Liabilities" in the consolidated statement of financial position.

Unearned revenues from passenger transportation represent revenue as on passenger transport services by train which the travel realization departure is in next period.

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Pendapatan diterima di muka angkutan barang merupakan pendapatan atas jasa angkutan barang yang terdiri dari angkutan peti kemas, batu bara, parsel, barang curah dan barang jenis lain yang realisasi keberangkatannya pada periode berikutnya.

s. Pajak Penghasilan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode.

Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihanannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada (direstitusi dari) otoritas perpajakan, yang dihitung menggunakan tarif pajak berlaku atau secara substantif berlaku pada akhir periode pelaporan.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:

a) pengakuan awal goodwill; atau

**2. Material Accounting Policies Information
(Continued)**

Unearned revenue of freight transportation represents revenue generated from freight transport railway services consist of freight of containers, coal, parcel, bulk cargo and other types of goods of which the departure is realized in the following period.

s. Income Tax

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax.

Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognised as an asset. Current tax liabilities (assets) for the current and prior periods shall be measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates that have been enacted or substantively enacted by the end of the reporting period.

Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax liability shall be recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

a) the initial recognition of goodwill; or

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- b) pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis, pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak) dan pada saat transaksi tidak menimbulkan perbedaan temporer kena pajak dan perbedaan temporer dapat dikurangkan dalam jumlah yang sama.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak) dan pada saat transaksi tidak menimbulkan perbedaan temporer kena pajak dan perbedaan temporer dapat dikurangkan dalam jumlah yang sama.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Grup mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut.

Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

**2. Material Accounting Policies Information
(Continued)**

- b) the initial recognition of an asset or liability in a transaction which is not a business combination, at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss) and at the time of the transaction, does not give rise to equal taxable and deductible temporary differences.

A deferred tax asset shall be recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss) and at the time of the transaction, does not give rise to equal taxable and deductible temporary differences.

Assets and liabilities deferred tax are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized.

Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

The Group offsets deferred tax assets and deferred tax liabilities if, and only if:

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- a) Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
- b) aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
 - i. entitas kena pajak yang sama; atau
 - ii. entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Grup melakukan saling hapus atas aset pajak kini dan liabilitas pajak kini jika dan hanya jika, Grup:

- a) memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
- b) bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

- t. Aset dan Liabilitas Pengampunan Pajak**
Aset Pengampunan Pajak dan Liabilitas Pengampunan Pajak diakui pada saat Surat Keterangan Pengampunan Pajak (SKPP) diterbitkan oleh Menteri Keuangan Republik Indonesia, dan tidak diakui secara neto (saling hapus). Selisih antara Aset Pengampunan Pajak dan Liabilitas Pengampunan Pajak diakui sebagai Tambahan Modal Disetor.

Aset Pengampunan Pajak pada awalnya diakui sebesar nilai yang disetujui dalam SKPP.

Liabilitas Pengampunan Pajak pada awalnya diakui sebesar nilai kas dan setara kas yang masih harus dibayarkan oleh Grup sesuai kewajiban kontraktual atas perolehan Aset Pengampunan Pajak.

Uang tebusan yang dibayarkan oleh Grup untuk memperoleh pengampunan pajak diakui sebagai beban pada periode dimana SKPP diterima oleh Grup.

**2. Material Accounting Policies Information
(Continued)**

- a. the Group has a legally enforceable right to set off current tax assets against current tax liabilities; and
- b. the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:
 - i. the same taxable entity; or
 - ii. different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The Group offsets current tax assets and current tax liabilities if, and only if, the Group:

- a) has legally enforceable right to set off the recognized amounts, and
- b) intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.

t. Tax Amnesty Assets and Liabilities

Tax Amnesty Assets and Liabilities are recognized upon the issuance of Surat Keterangan Pengampunan Pajak (SKPP) by the Ministry of Finance of Republic of Indonesia, and they are not recognized as net amount (offset). The difference between Tax Amnesty Assets and Tax Amnesty Liabilities are recognized as Additional Paid in Capital.

Tax Amnesty Assets are initially recognized at the value stated in SKPP.

Tax Amnesty Liabilities are initially measured at the amount of cash or cash equivalents to be settled by the Group according to the contractual obligation with respect to the acquisition of respective Tax Amnesty Assets.

The redemption money paid by the Group to obtain the tax amnesty is recognized as expense in the period in which the Group receives SKPP.

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Setelah pengakuan awal, Aset dan Liabilitas Pengampunan Pajak diukur sesuai dengan SAK yang relevan sesuai dengan klasifikasi masing-masing Aset dan Liabilitas Pengampunan Pajak.

Sehubungan dengan Aset dan Liabilitas Pengampunan Pajak yang diakui, Grup telah mengungkapkan dalam laporan keuangannya:

- a. Tanggal SKPP;
- b. Jumlah yang diakui sebagai Aset Pengampunan Pajak sesuai SKPP; dan
- c. Jumlah yang diakui sebagai Liabilitas Pengampunan Pajak.

u. Sewa

Grup sebagai Penyewa (Lessee)

Pada tanggal inisiasi suatu kontrak, Grup menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasi, Grup menilai apakah:

- a. Kontrak melibatkan penggunaan suatu aset identifikasi – ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b. Grup memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan
- c. Grup memiliki hak untuk mengarahkan penggunaan aset identifikasi. Grup memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan.

**2. Material Accounting Policies Information
(Continued)**

After initial recognition, Tax Amnesty Assets and Liabilities are measured in accordance with respective relevant SAKs according to the classification of each Tax Amnesty Assets and Liabilities.

With respect to Tax Amnesty Assets and Liabilities recognized, the Group has disclosed the following in its financial statements:

- a. The date of SKPP;
- b. Amount recognized as Tax Amnesty Assets in accordance with SKPP; and
- c. Amount recognized as Tax Amnesty Liabilities.

u. Leases

Group as Lessee

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- a. The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;
- b. The Group has the right to obtain substantially all the economic benefits of the use of assets during the period of use; and
- c. The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

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Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Grup memiliki hak untuk mengarahkan penggunaan aset tersebut jika:

- Grup memiliki hak untuk mengoperasikan aset; atau
- Grup mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal insepisi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi: pembayaran sewa tetap, jumlah yang akan dibayarkan dalam jaminan nilai residu dan harga eksekusi opsi beli, opsi perpanjangan atau penalti penghentian jika Grup cukup pasti akan mengeksekusi opsi tersebut.

Grup mengakui aset hak guna dan liabilitas sewa pada tanggal dimulainya sewa. Aset hak guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan, dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat di mana aset berada, dikurangi insentif sewa yang diterima.

Setelah tanggal permulaan, Grup mengukur aset hak guna dengan model biaya, yaitu biaya perolehan dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Aset hak guna disusutkan dengan menggunakan metode garis lurus.

**2. Material Accounting Policies Information
(Continued)**

In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Group has the right to direct the use of the asset if either:

- *The Group has the right to operate the asset; or*
- *The Group designed the asset in a way that predetermines how and for what purpose the asset will be used.*

At inception date or on reassessment of a contract that contains a lease component, the Group allocates consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Lease payments included in the measurement of the lease liability comprise the following: fixed payments, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option, optional renewal period or penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The Group recognizes a right of use asset and a lease liability at the lease commencement date. The right of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

After the commencement date, the Group measures the right of use assets under the cost model, which is cost less accumulated depreciation and accumulated impairment losses, and adjusted for remeasurement of lease liabilities. Right of use asset depreciated using straight line method.

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Jika sewa mengalihkan kepemilikan aset pendasar pada akhir masa sewa atau jika biaya perolehan aset hak guna merefleksikan penyewa akan mengeksekusi opsi beli, maka penyewa menyusutkan aset hak guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar, yang mengacu pada ketentuan masa manfaat aset tetap. Jika tidak, maka aset hak guna disusutkan dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

Liabilitas sewa awalnya diukur pada nilai kini atas pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan menggunakan suku bunga implisit dalam sewa atau, jika suku bunga tersebut tidak dapat ditentukan, digunakan suku bunga pinjaman inkremental Grup. Umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai suku bunga diskonto.

Setelah tanggal permulaan, Grup mengukur liabilitas sewa dengan:

- Meningkatkan jumlah tercatat untuk merefleksikan bunga atas liabilitas sewa;
- Mengurangi jumlah tercatat untuk merefleksikan sewa yang telah dibayar; dan
- Mengukur kembali jumlah tercatat untuk merefleksikan penilaian kembali atau modifikasi sewa atau untuk merefleksikan pembayaran sewa tetap secara substansi kembali.

Setelah tanggal permulaan, Grup mengukur liabilitas sewa dengan:

- Meningkatkan jumlah tercatat untuk merefleksikan bunga atas liabilitas sewa;
- Mengurangi jumlah tercatat untuk merefleksikan sewa yang telah dibayar; dan
- Mengukur kembali jumlah tercatat untuk merefleksikan penilaian kembali atau modifikasi sewa atau untuk merefleksikan pembayaran sewa tetap secara substansi kembali.

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If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right of use asset reflects that the lessee will exercise a purchase option, the lessee shall depreciate the right of use asset from the commencement date to the end of the useful life of the underlying asset, which refers to the terms of the useful life of the fixed asset. Otherwise, the lessee shall depreciate the right of use asset from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, The Group incremental borrowing rate. Generally, The Group uses its incremental borrowing rate as the discount rate.

After the commencement date, the Group shall measure the lease liability by:

- Increasing the carrying amount to reflect interest on the lease liability;*
- Reducing the carrying amount to reflect the lease payments made; and*
- Remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in-substance fixed lease payments.*

After the commencement date, the Group shall measure the lease liability by:

- Increasing the carrying amount to reflect interest on the lease liability;*
- Reducing the carrying amount to reflect the lease payments made; and*
- Remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in-substance fixed lease payments.*

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Liabilitas sewa diukur kembali ketika ada perubahan pembayaran sewa masa depan yang timbul dari perubahan indeks atau suku bunga, jika ada perubahan estimasi Grup atas jumlah yang diperkirakan akan dibayar dalam jaminan nilai residual, atau jika Grup mengubah penilaiannya apakah akan mengeksekusi opsi beli, perpanjangan atau penghentian.

Ketika liabilitas sewa diukur kembali dengan cara ini, penyesuaian terkait dilakukan terhadap jumlah tercatat aset hak guna, atau dicatat dalam laba rugi jika jumlah tercatat aset hak guna telah berkurang menjadi nol.

Selanjutnya, pembayaran atas kontrak yang termasuk ke dalam pengecualian, yakni pembayaran atas sewa jangka pendek dan sewa aset bernilai rendah diakui pada metode garis lurus dan dibebankan pada laba rugi. Pembayaran sewa terkait dengan sewa yang dikecualikan tersebut diakui sebagai beban dengan menggunakan metode garis lurus selama masa sewa.

Grup sebagai Pemberi Sewa (Lessor)

Sewa dimana Grup tidak mengalihkan secara substansial seluruh resiko dan manfaat yang terkait dengan kepemilikan aset diklasifikasikan sebagai sewa operasi biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Pendapatan sewa operasi diakui sebagai pendapatan atas dasar garis lurus selama masa sewa.

v. Liabilitas Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek diakui ketika pekerja telah memberikan jasanya dalam suatu periode akuntansi, sebesar jumlah tidak terdiskonto dari imbalan kerja jangka pendek yang diharapkan akan dibayar sebagai imbalan atas jasa tersebut. Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

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It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right of use assets, or is recorded in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

Furthermore, payments associated with contracts included in the exception, which are payments associated with all Short-term leases and certain leases of all low-value assets are recognized on a straight-line basis as an expense in profit or loss. The lease payments associated with those leases will be recognized as an expense on a straight-line basis over the lease term.

Group as Lessor

Leases where the Group does not transfer substantially all the risks and rewards incidental to ownership are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized as expense over the lease term on the same basis as rental income. Operating lease income is Recognized as income on a straight-line basis over the lease term.

v. Employee Benefit

Short-term Employee Benefits

Short-term employee benefits are recognized when an employee has rendered service during accounting period, at the undiscounted amount of Short-term employee benefits expected to be paid in exchange for that service. Short-term employee benefits include such as wages, salaries, bonus and incentive.

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**2. Material Accounting Policies Information
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Imbalan Pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Peraturan Pemerintah (PP) No. 64/2007, Peraturan Menteri Keuangan (PMK) No. 105/PMK.02/2010, Undang-Undang Cipta Kerja No. 6/2023, dan PP No. 35/2021.

Grup mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Grup mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas penyelesaian, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Pesangon

Grup mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal di antara:

- (a) Ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut; dan
- (b) Ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 237 dan melibatkan pembayaran pesangon.

Grup mengukur pesangon pada saat pengakuan awal, dan mengukur dan mengakui perubahan selanjutnya, sesuai dengan sifat imbalan kerja.

Post-employment Benefits

Post-employment benefits such as retirement, severance and service payments are calculated based on Government Regulation (PP) No. 64/2007, Minister of Finance Regulation (PMK) No. 105/PMK.02/2010, Job Creation Law No. 6/2023, and PP No. 35/2021.

The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the *Projected Unit Credit* method. Present value of benefit obligation is determined by discounting the benefit.

The Group accounts not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices.

Current service cost, past service cost and gain or loss on settlement, and net interests on the net defined benefit liability (asset) are recognized in profit or loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Termination Benefits

The Group recognizes a liability and expense for termination benefits at the earlier of the following dates:

- (a) When the Group can no longer withdraw the offer of those benefits; and
- (b) When the Group recognizes costs for a restructuring that is within the scope of PSAK 237 and involves payment of termination benefits.

The Group measures termination benefits on initial recognition, and measures and recognizes subsequent changes, in accordance with the nature of the employee benefits.

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Imbalan Kerja Jangka Panjang Lainnya

Imbalan jangka panjang lainnya seperti cuti berimbalan jangka panjang, imbalan cacat permanen dan penghargaan *jubilee* dihitung dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini. Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial diakui dalam laba rugi.

w. Pengakuan Pendapatan dan Beban

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut:

1. Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak
 - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
 - Kontrak memiliki substansi komersial; dan
 - Besar kemungkinan entitas akan menerima imbalan atas barang atau jasa yang dialihkan.
2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.
3. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan.
4. Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.
5. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

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Other long-term Employee Benefits

Other long-term employee benefits such as long service leave, permanent disability benefit and jubilee awards are calculated using the projected unit credit method and discounted to present value. Actuarial gains and losses arising from experience adjustments and change in actuarial assumption are charged and credited to profit or loss.

w. Revenue and Expenses Recognition

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment:

1. The contract has been agreed by the parties involved in the contract
 - The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred;
 - The contract has commercial substance; and
 - It is probable that the Group will receive benefits for the goods or services transferred.
2. Identify the performance obligations in the contract, to transfer distinctive goods or services to the customer.
3. Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty, which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.
4. Allocate the transaction price to each performance obligation on the basis of the selling prices of each goods or services promised in the contract.
5. Recognize revenue when performance obligation is satisfied (over time or at a point in time).

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Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- Suatu waktu tertentu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- Sepanjang waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam sepanjang waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang dapat diakui karena telah terpenuhinya kewajiban pelaksanaan.

Suatu kewajiban pelaksanaan dipenuhi pada suatu waktu tertentu kecuali jika memenuhi salah satu kriteria berikut, dalam hal ini dipenuhi sepanjang waktu:

- Pelanggan secara bersamaan menerima dan menggunakan manfaat yang diberikan oleh pelaksanaan Grup sebagaimana yang dilakukan Grup;
- Pelaksanaan Grup menciptakan atau meningkatkan aset yang dikendalikan pelanggan saat aset itu dibuat atau ditingkatkan; dan
- Pelaksanaan Grup tidak menciptakan aset dengan penggunaan alternatif untuk Grup dan Grup memiliki hak yang dapat diberlakukan atas pembayaran untuk kinerja yang diselesaikan hingga saat ini.

Pengakuan Beban

Beban diakui pada saat terjadinya (metode akrual), kecuali merupakan aset yang terkait dengan aktivitas kontrak masa depan.

Biaya yang secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan.

Beban tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK 115: Pendapatan dari Kontrak dengan Pelanggan dan dicatat sebagai aset lancar lainnya. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut.

**2. Material Accounting Policies Information
(Continued)**

A performance obligation may be satisfied at the following:

- *A point in time (typically for promises to transfer goods to a customer); or*
- *Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that can be recognized as the performance obligation is satisfied.*

A performance obligation is satisfied at a point in time unless it meets one of the following criteria, in which case it is satisfied over time:

- *The customer simultaneously receives and consumes the benefits provided by the Group performance as the Group performs;*
- *The Group performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and*
- *The Group performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.*

Expense Recognition

Expenses are recognized as incurred (accrual basis), unless they create an asset related to future contract activity.

The costs that directly relate to the contract generate resources to satisfy the contract ("cost to fulfill") or is incremental on obtaining a contract ("cost to obtain") and are expected to be recovered.

These costs are therefore eligible for capitalization under PSAK 115: Revenue from Contracts with Customers and recognized as other current assets. Such cost will be amortized on a systematic basis that is consistent with the transfer of the goods or services to which such asset relates.

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**2. Material Accounting Policies Information
(Continued)**

x. Pengakuan Pendapatan Kompensasi dan Beban Sewa Penggunaan Prasarana Pemerintah

- 1) Pendapatan kompensasi *Public Service Obligation* (PSO) yang diperoleh dari Pemerintah disajikan dalam laporan laba rugi sebagai pendapatan jasa angkutan penumpang.
- 2) Pendapatan dari kompensasi PSO yang diperoleh dari pemerintah diakui secara akrual.
- 3) Segala ketentuan mengenai PSO diatur dalam Peraturan Menteri Keuangan Republik Indonesia Nomor 84/PMK.02/2016 tentang Tata Cara Penyediaan, Pencairan, dan Pertanggungjawaban Dana Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Kereta Api Kelas Ekonomi.
- 4) Beban pemeliharaan prasarana yang dibiayai oleh Pemerintah *Infrastructure maintenance Operation* (IMO) yang pengerjaannya dilakukan oleh Perusahaan diperlakukan sebagai Pendapatan Usaha dan diakui saat terjadinya sesuai dengan estimasi nilai kontrak antara Pemerintah dan Perusahaan sebagai penyelenggara.
- 5) Beban penggunaan prasarana milik Pemerintah *Track Access Charge* (TAC) yang terutang kepada Pemerintah menjadi penambah beban operasi tidak langsung dan diakui saat terjadinya.
- 6) Pendapatan kompensasi angkutan perintis yang diperoleh dari pemerintah disajikan sebagai pendapatan jasa angkutan dan diakui secara akrual.

x. The Recognition of Compensation Income and Rent Expenses of Government's Infrastructure

- 1) Compensation income of *Public Service Obligation* (PSO) received from the Government presented in the income statement as revenue passenger transportation service.
- 2) The PSO compensation income obtained from the Government is recognized in accrual method.
- 3) All of the PSO arranged in the Regulation of the Minister of Finance of the Republic of Indonesia Number 84/PMK.02/2016 about Procedures for Procurement, Disbursement, and Accountability of the Public Service Obligation Fund or the Railway Transport Sector Economy Class.
- 4) The infrastructure maintenance expenses are funded by Government (IMO), which is performed by the Company and treated as Revenue and recognize when incurred in accordance with the contract estimation between the Government and the Company as organizer.
- 5) The rental expenses of railroad infrastructure (TAC) which is owed to the Government is recorded as the additional of indirect operation expense and recognized at the time incurred.
- 6) Pioneer transportation compensation income received from the Government presented as revenue freight service and recognized on accrual method.

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**2. Material Accounting Policies Information
(Continued)**

y. Instrumen Keuangan

Pengakuan dan Pengukuran Awal

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Grup mengukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurang dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut. Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan segera.

Pengukuran Selanjutnya Aset Keuangan

Aset keuangan Grup diklasifikasikan sebagai berikut: aset keuangan yang diukur pada biaya perolehan yang diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain, aset keuangan yang diukur pada nilai wajar melalui laba rugi dengan menggunakan dua dasar yaitu: model bisnis Grup dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan.

(i) Aset Keuangan yang Diukur pada Biaya Perolehan Diamortisasi

Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:

- (1) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- (2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

y. Financial Instrument

Initial Recognition and Measurement

The Group recognizes a financial asset or a financial liability in the statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Group measures all financial assets and financial at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately.

Subsequent Measurement of Financial Assets

The Group financial assets are classified into the following specified categories: financial assets at amortized costs, financial assets at fair value through other comprehensive income, and financial assets at fair value through profit or loss. On the basis of both: the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

(i) Financial Assets Measured at Amortized Costs

Financial assets are measured at amortized costs if these conditions are met:

- (1) The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- (2) The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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**2. Material Accounting Policies Information
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Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and any loss allowance.

Pendapatan bunga dihitung dengan menggunakan metode suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the asset is derecognized or reclassified.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak material jumlahnya atau tidak sering.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be immaterial in value or infrequent in nature.

(ii) Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif Lain ("FVTOCI")

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika kedua kondisi berikut terpenuhi:

- (1) Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- (2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

(ii) Financial Assets Measured at Fair Value Through Other Comprehensive Income ("FVTOCI")

A financial asset shall be measured at fair value through other comprehensive income if both of the following conditions are met:

- (1) *The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and*
- (2) *The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.*

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Aset keuangan tersebut diukur sebesar nilai wajar, dimana keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

The financial assets are measured at fair value. The changes in fair value are recognized initially in other comprehensive income (OCI), except for impairment gains and losses, and a portion of foreign exchange gains and losses, are recognized in profit or loss. When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

(iii) Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laba Rugi ("FVTPL")

(iii) Financial Assets Measured at Fair Value Through Profit or Loss ("FVTPL")

Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Grup dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or fair value through other comprehensive income FVTOCI. Hence, these are measured at fair value through profit or loss FVTPL. Nonetheless, the Group may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

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**Pengukuran Selanjutnya Liabilitas
Keuangan**

Grup mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

- (a) Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar;
- (b) Liabilitas keuangan yang timbul ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan; dan
- (c) Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
 - (i) Jumlah penyisihan kerugian dan
 - (ii) Jumlah yang pertama kali diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 115.
- (d) Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis ketika PSAK 103 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi.

Saat pengakuan awal Grup dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan oleh standar atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

- (a) Mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai “*accounting mismatch*”) yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas aset atau liabilitas dengan dasar yang berbeda - beda; atau

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**Subsequent Measurement of Financial
Liabilities**

The Group shall classify all financial liabilities as subsequently measured at amortised cost, except for:

- (a) Financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value;
- (b) Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies; and
- (c) Financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of:
 - (i) the amount of the loss allowance and
 - (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 115.
- (d) Contingent consideration recognised by an acquirer in a business combination to which PSAK 103 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss.

Group may, at initial recognition, irrevocably designate a financial liability as measured at fair value through profit or loss when permitted by the standard or when doing so results in more relevant information, because either:

- (a) It eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as “an accounting mismatch”) that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or

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- (b) Sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Grup.

Penghentian Pengakuan Aset dan Liabilitas Keuangan

Grup menghentikan pengakuan aset keuangan, jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Grup mengalihkan hak kontraktual untuk menerima kas yang berasal dari aset keuangan atau tetap memiliki hak kontraktual untuk menerima kas tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan.

Jika Grup secara substansial mengalihkan seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup menghentikan pengakuan aset keuangan dan mengakui secara terpisah sebagai aset atau liabilitas untuk setiap hak dan kewajiban yang timbul atau yang masih dimiliki dalam pengalihan tersebut. Jika Grup secara substansial tidak mengalihkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut dan masih memiliki pengendalian, maka Grup mengakui aset keuangan sebesar keterlibatan berkelanjutan dengan aset keuangan tersebut. Jika Grup secara substansial masih memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup tetap mengakui aset keuangan tersebut.

Grup menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas keuangan tersebut berakhir, yaitu ketika kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kedaluwarsa.

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- (b) A group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to The Group key management personnel.

Derecognition of Financial Assets and Liabilities

The Group derecognizes a financial asset when, and only when the contractual rights to the cash flows from the financial asset expire or the Group transfers the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement.

If the Group transfers substantially all the risks and rewards of ownership of the financial asset, the Group derecognizes the financial asset and recognizes separately as asset or liabilities any rights and obligations created or retained in the transfer. If the Group neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset and has retained control, the Group continues to recognize the financial asset to the extent of its continuing involvement in the financial asset. If the Group retains substantially all the risks and rewards of ownership of the financial asset, the Group continues to recognize the financial asset.

The Group removes a financial liability from its statement of financial position when, and only when, it is extinguished, ie when the obligation specified in the contract is discharged or cancelled or expires.

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Penurunan Nilai Aset Keuangan

Grup mengakui kerugian kredit ekspektasian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada FVTOCI.

Pada setiap tanggal pelaporan, Grup mengukur penyisihan kerugian instrumen keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal. Namun, jika risiko kredit instrumen keuangan tersebut tidak meningkat secara signifikan sejak pengakuan awal, maka mengakui sejumlah kerugian kredit ekspektasian 12 bulan.

Grup menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan.

Grup menganggap aset keuangan gagal bayar ketika pihak ketiga tidak mampu membayar kewajiban kreditnya kepada Grup secara penuh. Periode maksimum yang dipertimbangkan ketika memperkirakan kerugian kredit ekspektasian adalah periode maksimum kontrak dimana Grup terekspos terhadap risiko kredit.

Penyisihan kerugian diakui sebagai pengurang jumlah tercatat aset keuangan kecuali untuk aset keuangan yang diukur pada FVTOCI yang penyisihan kerugiannya diakui dalam penghasilan komprehensif lain, sedangkan jumlah kerugian kredit ekspektasian (atau pemulihan kerugian kredit) diakui dalam laba rugi, sebagai keuntungan atau kerugian penurunan nilai.

Pengukuran kerugian kredit ekspektasian dari instrumen keuangan dilakukan dengan suatu cara yang mencerminkan:

- i. Jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
- ii. Nilai waktu uang; dan

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Impairment of Financial Assets

The Group recognizes expected credit loss for its financial assets measured at amortized costs and financial assets measured at FVTOCI.

At the end of each reporting date, the Group calculates any impairment provision in financial instruments based on its lifetime expected credit loss if the credit risk of the financial instruments has increased significantly since its initial recognition. However, if credit risk has not increased significantly since initial recognition, then 12 months expected credit loss is recognized.

The Group applied a simplified approach to measure such expected credit loss for trade receivables and contract assets without significant financing component.

The Group considers a financial asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full. The maximum period considered when estimating expected credit loss is the maximum contractual period over which the Group is exposed to credit risk.

Impairment losses are recognized as a deduction in financial assets' carrying amount, except for financial assets measured at FVTOCI where its impairment is recognized in other comprehensive income, the expected credit loss (or recovery of credit loss) is recognized in profit or loss, as gains or losses of financial asset impairment.

The expected credit loss of financial instruments are conducted by a means which reflect:

- i. An unbiased and probability-weighted amount that reflects a range of possible outcomes;
- ii. Time value of money; and

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- iii. Informasi yang wajar dan didukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan.

Aset keuangan dapat dianggap tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal jika aset keuangan memiliki risiko kredit yang rendah pada tanggal pelaporan. Risiko kredit pada instrumen keuangan dianggap rendah ketika aset keuangan tersebut memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan memburuknya kondisi ekonomi dan bisnis dalam jangka waktu panjang mungkin, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya. Untuk menentukan apakah aset keuangan memiliki risiko kredit rendah, Grup dapat menggunakan peringkat risiko kredit internal atau penilaian eksternal. Misal, aset keuangan dengan "peringkat grade" berdasarkan penilaian eksternal merupakan instrumen yang memiliki risiko kredit yang rendah, sehingga tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal.

Grup menggunakan metode *roll rate* untuk mengukur penurunan nilai piutang usaha.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan.

**2. Material Accounting Policies Information
(Continued)**

- iii. Reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions.

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the Group may use internal credit risk rating or external assessment. For example, a financial asset with "investment grade" according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition.

The Group is using the roll rate method to measure the provision for impairment of account receivable.

The Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

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Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian takterpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

Reklasifikasi

Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

Jika Grup mereklasifikasi aset keuangan, maka diperlukan untuk menerapkan reklasifikasi secara prospektif sejak tanggal reklasifikasi. Keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai) atau bunga yang sebelumnya diakui tidak disajikan kembali.

Ketika Grup mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTPL, maka nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari perbedaan antara biaya perolehan diamortisasi sebelumnya dan nilai wajarnya diakui dalam laporan laba rugi. Sebaliknya, jika Grup mereklasifikasi aset keuangannya dari FVTPL menjadi biaya perolehan diamortisasi, maka nilai wajarnya pada tanggal reklasifikasi menjadi nilai tercatat bruto baru.

Ketika Grup mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar diakui pada penghasilan komprehensif lain. Tingkat suku bunga efektif dan pengukuran kerugian kredit yang diharapkan tidak disesuaikan sebagai hasil dari reklasifikasi.

**2. Material Accounting Policies Information
(Continued)**

When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Reclassification

The Group reclassifies a financial asset if and only if The Group business model objective for its financial assets changes so its previous model assessment would no longer apply.

If the Group reclassifies a financial asset, it is required to apply the reclassification prospectively from the reclassification date. Previously recognized gains, losses (including impairment gains or losses) or interest are not restated.

When the Group reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

When the Group reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification.

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Sebaliknya, ketika Grup mereklasifikasi aset keuangannya dari FVTOCI menjadi biaya perolehan diamortisasi, aset keuangan tersebut direklasifikasi ke nilai wajarnya pada tanggal reklasifikasi. Namun, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihilangkan dari ekuitas dan disesuaikan dengan nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi, aset keuangan diukur dengan cara yang sama seperti biaya perolehan diamortisasi.

Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

Saling Hapus Aset Keuangan dan Liabilitas Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Grup saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

**2. Material Accounting Policies Information
(Continued)**

Otherwise, when the Group reclassifies its financial asset out of the FVTOCI into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost.

This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

When the Group reclassifies its financial asset out of the FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of the FVTOCI into FVTPL the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Offsetting a Financial Asset and a Financial Liability

A financial asset and financial liability shall be offset when and only when, the Group currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hierarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

- (i) Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1);
- (ii) Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2); dan
- (iii) Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3).

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hierarki nilai wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

z. Laba per Saham

Labar per saham dasar dihitung dengan membagi laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar dalam suatu periode.

Untuk tujuan penghitungan laba per saham dilusian, Grup menyesuaikan laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dan jumlah rata-rata tertimbang saham yang beredar, atas dampak dari seluruh instrumen berpotensi saham biasa yang bersifat dilutif.

**2. Material Accounting Policies Information
(Continued)**

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- (i) Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);*
- (ii) Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2); and*
- (iii) Unobservable inputs for the assets or liabilities (Level 3).*

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Group uses valuation techniques appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognized by the Group at the end of the reporting period during which the change occurred.

z. Earning per Share

Basic earnings per share is computed by dividing the profit or loss attributable to ordinary equity holders of the parent entity by the weighted average number of ordinary shares outstanding during the period.

For the purpose of calculation of diluted earnings per share, the Group shall adjust profit or loss attributable to ordinary equity holders of the parent entity, and the weighted average number of shares outstanding, for the effect of all dilutive potential ordinary shares.

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**2. Material Accounting Policies Information
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aa. Aset Takberwujud

Lisensi dan perangkat lunak yang diperoleh dikapitalisasi berdasarkan biaya-biaya yang terjadi untuk memperoleh dan mempersiapkannya hingga siap digunakan. Biaya-biaya ini diamortisasi dengan menggunakan metode garis lurus sepanjang masa pemanfaatan berkisar antara 4-20 tahun.

Biaya pengurusan perpanjangan atau pembaharuan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak.

ab. Segmen Operasi

Grup menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Segmetasi berdasarkan aktivitas dari setiap kegiatan operasi entitas legal di dalam Grup.

Segmen operasi adalah suatu komponen dari entitas:

- yang terlihat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- hasil operasinya dikaji ulang secara berkala oleh kepala operasional untuk pembuatan keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- tersedia informasi keuangan yang dapat dipisahkan.

ac. Provisi

Provisi diakui bila Grup memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu dan besar kemungkinan Grup diharuskan menyelesaikan kewajiban serta jumlah kewajiban tersebut dapat diestimasi secara andal.

aa. Intangible Assets

Licenses and software are capitalized on the basis of the cost incurred to acquire and to prepare the assets for intended use. These costs are amortized using the straight-line method over the useful life ranging from 4-20 years.

The cost of maintaining an extension or renewal of legal title to land is recognized as an intangible asset and amortized over the life of the legal entitlement.

ab. Operating Segment

Group presented operating segments based on the financial information used by the chief operating decision maker in assessing the performance of segments and in the allocation of resources. The segments are based on the activities of each of the operating legal entities within the Group.

An operating segment is a component of the entity:

- that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to the transactions with other components of the same entity);
- whose operating results are regularly reviewed by chief operating decision maker to make decisions about resources to be allocated to the segment and assesses its performance; and
- for which separate financial information is available.

ac. Provision

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

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**2. Informasi Kebijakan Akuntansi Material
(Lanjutan)**

ad. Bagian Hibah dari Pinjaman Pemerintah

Manfaat atas pinjaman pemerintah yang memiliki tingkat bunga di bawah tingkat bunga pasar diperlakukan sebagai hibah pemerintah. Pinjaman tersebut diakui dan diukur berdasarkan nilai wajar pada tanggal neraca. Manfaat pinjaman dengan tingkat bunga di bawah tingkat bunga pasar diukur sebagai perbedaan antara nilai tercatat awal pinjaman dan jumlah yang diterima.

Manfaat tersebut diakui sebagai pendapatan ditangguhkan dan diamortisasi menggunakan metode garis lurus selama periode entitas mengakui beban atas biaya terkait yang dimaksudkan akan dikompensasikan dengan hibah tersebut.

**2. Material Accounting Policies Information
(Continued)**

ad. The Grants Portion of Government Loans

Benefits on government loans that bear interest rates below market rates are treated as government grants. These loans are recognized and measured at fair value at balance sheet date. Benefits bearing interest rates below market interest rates are measured as the difference between the original carrying amount of the loan and the amount received.

These benefits are recognized as deferred income and amortized on straight line method over the period in which the entity recognizes expenses for the related costs it is intended to compensate for under the grant.

**3. Pernyataan Standar Akuntansi Keuangan
("PSAK") yang Berlaku Efektif**

DSAK-IAI juga mengesahkan perubahan perubahan penomoran PSAK dan ISAK yang berlaku efektif pada 1 Januari 2024, dimana perubahan ini tidak memengaruhi substansi pengaturan dalam masing masing PSAK dan ISAK tersebut.

Berikut amendemen dan revisi atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2024, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 201: Penyajian Laporan Keuangan tentang Kewajiban Diklasifikasikan Sebagai Lancar atau Tidak Lancar;
- Amendemen PSAK 201: Penyajian Laporan Keuangan tentang Liabilitas Jangka Panjang dengan Kovenan;
- Amendemen PSAK 116: Sewa tentang Liabilitas Sewa dalam Jual dan Sewa-Balik;
- Amendemen PSAK 207: Laporan Arus Kas dan amendemen PSAK 107: Instrumen Keuangan Pengungkapan tentang Pengaturan Pembiayaan Pemasok; dan
- Revisi PSAK 409: Akuntansi Zakat, Infak, dan Sedekah dan Revisi PSAK 401: Penyajian Laporan Keuangan Syariah.

**3. Effective Statements of Financial
Accounting Standard ("PSAK")**

DSAK-IAI also ratified changes to the numbering of PSAK and ISAK which will be effective on January 1, 2024. This change does not affect the substance of requirement in each PSAK and ISAK.

The following are amendment and revisions to standards which effective for periods beginning on or after January 1, 2024, with early adoption is permitted, are as follows:

- Amendments PSAK 201: Presentation of Financial Statements regarding Classification of Liabilities as Current or Noncurrent;
- Amendments PSAK 201: Presentation of Financial Statements related to Non-Current Liabilities with Covenants;
- Amendments PSAK 116: Lease regarding Lease Liability in a Sale and Leaseback;
- Amendments PSAK 207: Statement of Cash Flows and PSAK 107: Financial Instrument: Disclosure regarding Supplier Finance Arrangements; and
- Revision PSAK 409: Accounting for Zakat, Infaq, dan Sadaqah and Revision PSAK 401: Presentation of Sharia Financial Statements.

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Implementasi standar-standar tersebut tidak memiliki dampak yang material terhadap jumlah yang dilaporkan pada periode berjalan atau tahun sebelumnya.

Pertimbangan

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Estimasi dan asumsi

Asumsi utama masa depan dan ketidakpastian sumber estimasi utama yang lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun.

Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Cadangan kerugian penurunan nilai

Grup menilai penurunan nilai pada aset keuangan dengan biaya perolehan yang diamortisasi pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laba rugi, manajemen harus mempertimbangkan informasi yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan. Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan *roll rate* dan *discounted cash flow* untuk menilai kas dan setara kas, dana yang dibatasi penggunaannya, piutang usaha dan piutang lain-lain.

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The implementation of the above standards had no material effect on the amounts reported for the current period or prior financial year.

Judgment

The preparation of the Group's consolidated financial statements requires management to make judgments, estimate and assumption that affect the reported amounts of revenues, expenses, assets and liabilities, and disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared.

Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when the occur.

Allowance for impairment loss

Group assesses its financial assets measured at amortized cost for impairment at each reporting date. In determining whether an impairment loss should be recorded in profit or loss, management makes a judgement as to whether there is reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions. Group applies simplified approach using roll rate and discounted cash flow to measuring cash and equivalents, restricted fund, trade receivables and other receivable.

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Pada kas dan setara kas serta dana dibatasi penggunaannya, nilai cadangan tidak material sehingga Grup tidak melakukan penurunan nilai atas aset keuangan tersebut. Nilai tercatat aset keuangan telah diungkapkan dalam Catatan 5, 6, 7, 8 dan 10.

Pensiun dan Imbalan Pascakerja

Penentuan kewajiban dan biaya pensiun dan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun, dan tingkat kematian.

Hasil aktual yang berbeda dari asumsi yang ditetapkan Grup diperlakukan sesuai dengan kebijakan yang dijelaskan pada Catatan 2.v. Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan material dalam asumsi yang ditetapkan Grup dapat mempengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto (Catatan 26).

Penyusutan Aset Tetap dan Amortisasi Hak
Pengoperasian Aset Prasarana

Biaya perolehan aset tetap, kecuali tanah, disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomisnya, sedangkan hak pengoperasian aset prasarana perkeretaapian diamortisasi berdasarkan metode garis lurus. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 3 sampai dengan 40 tahun, sedangkan masa manfaat hak pengoperasian aset prasarana perkeretaapian sesuai dengan perjanjian pengelolaan aset prasarana antara 30-50 tahun. Umur masa manfaat ini adalah umur yang secara umum diharapkan dalam industri di mana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan dan amortisasi masa depan mungkin direvisi. Nilai tercatat atas aset tetap dan hak pengelolaan aset pada tanggal-tanggal pelaporan masing-masing diungkapkan dalam Catatan 15 dan 17.

**4. Source of Estimation Uncertainty and
Critical Accounting Estimates and
Judgments (Continued)**

For cash and cash equivalents and restricted funds, the impairment value is not material so the Group does not reduce the value of these financial assets. The carrying amounts of financial assets are disclosed in Notes 5, 6, 7, 8 and 10.

Pension and Post-employment Benefits

The determination of the Group's cost for pension and employee benefits liabilities is depended on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include, among others, discount rates, future annual salary increase, annual employee turnover rate, disability rate, retirement age and mortality rate.

Actual results that differ from the Group's assumptions are treated in accordance with the policies as mentioned in Note 2.v. While the Group believes that the assumptions are reasonable and appropriate, significant differences in the Group's assumption may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense (Note 26).

Depreciation of Fixed Assets and Amortization
of Infrastructure Assets Operating Rights

The costs of fixed asset, except from land, are depreciated on the straight-line method over their estimated useful lives, while the railway infrastructure assets operating rights are amortized based on the straight-line method. Management estimates the useful lives of these fixed assets to be within 3 to 40 years, while the useful life of the railway infrastructure assets accordance to the agreement of operating rights of assets from 30-50 years. These are common life expectancies applied in the industries where the Group conducts its business. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation and amortization changes could be revised. The net carrying amounts of the Group's fixed assets and railways infrastructure assets operating rights at reporting dates are disclosed in Notes 15 and 17, respectively.

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Penurunan Nilai Aset Non-keuangan

Penurunan nilai muncul saat nilai tercatat aset atau unit penghasil kas melebihi nilai terpulihkannya, yang lebih besar antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada ketersediaan data dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati, dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset.

Perhitungan nilai pakai didasarkan pada model arus kas yang didiskontokan. Proyeksi arus kas tidak termasuk aktivitas restrukturisasi.

Grup yang belum ada perikatannya atau investasi signifikan di masa depan yang akan meningkatkan kinerja dari unit penghasil kas yang diuji.

Nilai terpulihkan paling sensitif terhadap tingkat diskonto yang digunakan untuk model arus kas yang didiskontokan seperti halnya dengan arus kas masuk masa depan yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi.

Pajak Penghasilan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya pendapatan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas pendapatan dan beban pajak yang telah dicatat.

Pertimbangan signifikan dilakukan dalam menentukan provisi atau kelebihan bayar atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Grup mengakui aset atas pajak penghasilan badan berdasarkan estimasi bahwa nilai tambahan pajak penghasilan badan yang akan jatuh tempo lebih rendah dari kelebihan bayar pajak.

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**4. Source of Estimation Uncertainty and
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Impairment of Non-Financial Assets

An impairment exists when the carrying value of an asset or a cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset.

The value in use calculation is based on a discounted cash flow model. The future cash flow projection does not include restructuring.

Activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash gain unit being tested.

The recoverable amount is most sensitive to the discount rate used for the expected future cash inflows and the growth rate used for extrapolation purposes.

Income Tax

Uncertainties over the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, that could necessitate future adjustments to tax income and expense already recorded.

Significant judgement is undertaken to determine the provision or overpayment of corporate income tax. There are certain transactions and computations which the ultimate tax determination is uncertain in the ordinary course of business. The Group recognized the assets on corporate income tax based on an estimate that any additional corporate income tax that will be due still lower than the amount of tax overpayment.

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Aset Pajak Tangguhan

Aset Pajak Tangguhan diakui atas seluruh beda temporer yang boleh dikurangkan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan oleh manajemen diharuskan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

Penentuan Nilai Wajar Liabilitas Program
Pemulihan Ekonomi Nasional ("PEN")

Nilai wajar liabilitas PEN dihitung menggunakan metode *discounted cash flow* dengan suku bunga 5,07% per tahun selama 10 tahun masa pinjaman. *Projected cash flow* yang digunakan telah memperhitungkan kemampuan Perusahaan dalam memenuhi indikator pembayaran berdasarkan perjanjian pinjaman.

Infrastructure Maintenance Operation (IMO)

Prasarana perkeretaapian merupakan Barang Milik Negara yang pengelolaan, pemeliharaan, dan pengoperasiannya ditugaskan Perusahaan sesuai dengan Peraturan Presiden Nomor 53 Tahun 2012. Biaya pemeliharaan dan pengoperasian prasarana perkeretaapian milik negara atau disebut dengan Infrastructure Maintenance and Operation (IMO) menjadi tanggung jawab Pemerintah, dengan pendanaan yang dialokasikan melalui APBN dan/atau APBD-P sesuai ketentuan peraturan perundang-undangan. Besaran biaya IMO ditetapkan oleh Menteri Perhubungan berdasarkan pedoman perhitungan biaya dan dibatasi paling tinggi sebesar alokasi anggaran yang tersedia. Nilai tersebut menjadi dasar dalam penyusunan dan penandatanganan kontrak antara Pemerintah dengan BUMN yang menerima penugasan, setelah diterbitkannya Daftar Isian Pelaksanaan Anggaran (DIPA).

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**4. Source of Estimation Uncertainty and
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Deferred Tax Assets

Deferred tax assets are recognized for all of deductible temporary differences which is probable that the taxable profit will be available against thus the losses can be utilized. The significant estimation made by management are required to determine the amount of deferred tax assets that can be recognized, based on the time of use and the level of future taxable profit and future tax planning strategies.

Determination of the Fair Value of "Program
Pemulihan Ekonomi Nasional ("PEN")" Liability

The fair value of PEN liabilities is calculated using the discounted cash flow method with an interest rate of 5.07% per annum for the 10 years of the loan period. The projected cash flow used has taken into account the Company's ability to meet the payment indicators based on the loan agreement.

Infrastructure Maintenance Operation (IMO)

Railway infrastructure is classified as State-Owned Assets, the management, maintenance, and operation of which are assigned to the Company in accordance with Presidential Regulation No. 53 of 2012. The costs for the maintenance and operation of state-owned railway infrastructure, referred to as Infrastructure Maintenance and Operation (IMO), are the responsibility of the Government and are funded through the State Budget (APBN) and/or Revised Regional Budgets (APBD-P) in accordance with prevailing laws and regulations. The amount of IMO cost is determined by the Minister of Transportation based on cost calculation guidelines and is capped at the maximum amount allocated in the budget. This amount serves as the basis for the preparation and signing of contracts between the Government and the State-Owned Enterprise (BUMN) assigned to carry out the task, following the issuance of the Budget Implementation List (DIPA).

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Berdasarkan Peraturan Presiden Nomor 33 Tahun 2024, dalam hal realisasi biaya IMO melebihi nilai kontrak, BUMN yang memperoleh penugasan dapat mengajukan usulan atas kekurangan pembayaran kepada Menteri. Usulan tersebut akan dievaluasi oleh instansi yang menyelenggarakan fungsi pengawasan keuangan negara. Apabila hasil evaluasi menyatakan terdapat kekurangan pembayaran, Menteri Perhubungan akan melakukan koordinasi dengan Menteri Keuangan dan Menteri BUMN untuk menyepakati langkah penyelesaian lebih lanjut sesuai dengan ketentuan yang berlaku.

Track Access Charges (TAC)

Pada tanggal 28 Maret 2024, telah terbit Peraturan Menteri Keuangan Republik Indonesia No. 20 Tahun 2024 tentang Perubahan atas Peraturan Menteri Keuangan No. 138/PMK.02/2021 tentang Jenis dan Tarif atas Jenis Penerimaan Negara Bukan Pajak yang Bersifat Volatil dan Kebutuhan Mendesak yang Berlaku pada Kementerian Perhubungan.

Pada tanggal 31 Desember 2024 telah terbit keputusan Menteri Perhubungan Republik Indonesia No. KM 179 Tahun 2024 tentang Penetapan besaran satuan biaya penggunaan prasarana dan besaran factor prioritas pada perhitungan biaya penggunaan prasarana perkeretaapian milik Negara.

Perusahaan dapat mengajukan keringanan PNBP terutang sesuai dengan Peraturan Menteri Keuangan No. 206/PMK.02/2021 tentang petunjuk teknis pengajuan dan penyelesaian keberatan Keringanan, dan Pengembalian Penerimaan Negara Bukan Pajak.

**4. Source of Estimation Uncertainty and
Critical Accounting Estimates and
Judgments (Continued)**

Furthermore, pursuant to Presidential Regulation No. 33 of 2024, if the actual realization of IMO costs exceeds the contracted value, the assigned BUMN may submit a proposal for the shortfall to the Minister. Such a proposal will be evaluated by the institution responsible for state financial oversight. Should the evaluation conclude that there is a shortfall in payment, the Minister of Transportation will coordinate with the Minister of Finance and the Minister of State-Owned Enterprises to agree on further steps for settlement in accordance with the applicable regulations.

Track Access Charges (TAC)

On March 28, 2024, Regulation of the Minister of Finance of the Republic of Indonesia Number 20 of 2024 concerning Amendments to Regulation of the Minister of Finance No. 138/PMK.02/2021 concerning Types and Rate on Types of Non-Tax State Revenue that are Volatile and Urgent Needs that Apply to the Ministry of Transportation was issued.

On December 31, 2024, the Minister of Transportation of the Republic of Indonesia issued Decree Number KM 179 of 2024 concerning the Determination of the Unit Cost of Infrastructure Usage and the Priority Factor in the Calculation of the Use of State-Owned Railway Infrastructure.

The Company may apply for a reduction of payable Non-Tax State Revenue (PNBP) in accordance with Ministry of Finance Regulation No. 206/PMK.02/2021 concerning technical guidelines for the submission and resolution of objections, reductions, and refunds of Non-Tax State Revenue.

5. Kas dan Setara Kas

	2024	2023
Kas		
Kas Stasiun	8.814.527	2.562.969
Kas Kantor	7.414.893	18.253.925
Jumlah Kas	16.229.420	20.816.894

5. Cash and Cash Equivalents

Cash on Hand
Cash on Hand-Stations
Cash on Hand-Office
Total Cash on Hand

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5. Kas dan Setara Kas (Lanjutan)

5. Cash and Cash Equivalents (Continued)

	2024	2023
Bank		
Pihak Berelasi (Catatan 42)	4.222.719.440	3.456.887.394
Pihak Ketiga		
PT Bank Central Asia Tbk	155.842.997	141.792.873
PT Bank Permata Tbk	51.264.503	51.148.964
PT BPD Sumatera Selatan dan Bangka Belitung	46.831.606	23.655.075
PT BPD Jawa Barat dan Banten Tbk	25.692.513	42.135.072
PT Bank CIMB Niaga Tbk	17.116.387	7.612.571
PT Bank DKI	4.857.381	3.639.375
PT Bank HSBC Indonesia	3.337.119	3.332.519
PT BPD Jawa Tengah	1.634.692	--
PT Bank Maybank Indonesia Tbk	553.570	548.402
PT Bank Danamon Indonesia Tbk	391.832	386.983
Lembaga Pembiayaan Ekspor Indonesia	275.833	--
PT Bank Mega Tbk	9.882	--
Sub Jumlah	307.808.315	274.251.834
Jumlah Bank	4.530.527.755	3.731.139.228
Deposito Berjangka		
Pihak Berelasi (Catatan 42)	379.200.000	1.386.615.360
Jumlah Deposito	379.200.000	1.386.615.360
Jumlah	4.925.957.175	5.138.571.482

Banks
<i>Related Parties (Note 42)</i>
<i>Third Parties</i>
<i>PT Bank Central Asia Tbk</i>
<i>PT Bank Permata Tbk</i>
<i>PT BPD Sumatera Selatan and Bangka Belitung</i>
<i>PT BPD Jawa Barat dan Banten Tbk</i>
<i>PT Bank CIMB Niaga Tbk</i>
<i>PT Bank DKI</i>
<i>PT Bank HSBC Indonesia</i>
<i>PT BPD Jawa Tengah</i>
<i>PT Bank Maybank Indonesia Tbk</i>
<i>PT Bank Danamon Indonesia Tbk</i>
<i>Lembaga Pembiayaan Ekspor Indonesia</i>
<i>PT Bank Mega Tbk</i>
Sub Total
Total Bank
Time Deposit
<i>Related Parties (Note 42)</i>
Total Deposit
Total

Berdasarkan mata uang:

By currencies:

	2024	2023
Kas		
Rupiah	16.229.420	20.816.894
Bank		
Rupiah	2.515.872.512	2.548.877.622
Dolar Amerika Serikat	2.008.026.027	1.173.196.787
Euro	5.982.417	8.372.273
Yen Jepang	646.799	692.546
Deposito Berjangka		
Rupiah	379.200.000	615.815.360
Dolar Amerika Serikat	--	770.800.000
Jumlah	4.925.957.175	5.138.571.482

Cash
<i>Rupiah</i>
Banks
<i>Rupiah</i>
<i>United States Dollar</i>
<i>Euro</i>
<i>Japanese Yen</i>
Time Deposit
<i>Rupiah</i>
<i>United States Dollar</i>
Total

Kisaran suku bunga per tahun dan jangka waktu deposito berjangka adalah sebagai berikut:

Interest rates per annum and maturity period of time deposits are as follows:

	2024	2023
Dolar Amerika Serikat	--	2,85% - 5,25%
Rupiah	3,25% - 8,19%	2,40% - 6,00 %
Jangka Waktu	1-3 Bulan/Months Automatic Roll Over (ARO)	1-3 Bulan/Months Automatic Roll Over (ARO)

<i>United States Dollar</i>
<i>Rupiah</i>
<i>Maturity Period</i>

6. Dana Dibatasi Penggunaannya

6. Restricted Funds

	2024	2023
Pihak Berelasi (Catatan 42)	3.268.240.606	2.560.880.158
Sub Jumlah		
Pihak Ketiga		
PT Bank Central Asia Tbk	26.932.515	26.932.515
China Development Bank	14.983	--
Pihak Ketiga - Neto	26.947.498	26.932.515
Jumlah	3.295.188.104	2.587.812.673

<i>Related Parties (Note 42)</i>
Sub Total
Third Party
<i>PT Bank Central Asia Tbk</i>
<i>China Development Bank</i>
Third Parties - Net
Total

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6. Dana Dibatasi Penggunaannya (Lanjutan)

6. Restricted Funds (Continued)

Berdasarkan mata uang:

By currencies:

	2024	2023	
Rupiah	2.071.400.981	1.687.689.985	Rupiah
Dolar Amerika Serikat	1.223.773.521	900.122.688	United States Dollar
Yuan China	13.602	--	Yuan China
Jumlah	3.295.188.104	2.587.812.673	Total

Rincian peruntukan dana dibatasi penggunaannya adalah sebagai berikut:

Details allocation of restricted funds are as follows:

No	Peruntukan Dana/ Allocation of Funds	2024	2023
1.	Sinking Fund Proyek Kereta Cepat Jakarta Bandung/ Sinking Fund for Jakarta Bandung High Speed Railway Project	1.727.528.796	900.122.688
2.	Dana PMN untuk Proyek LRT Jabodebek/ PMN fund for LRT Jabodebek Project	1.062.200.873	818.736.431
3.	Dana Floating Kartu Multi Trip (KMT)/ Floating Money Trip Card (KMT)	230.780.542	195.584.566
4.	Depositi atas Perjanjian untuk Proyek LRT Jabodebek/ Contribution Deposits for LRT Jabodebek Project	101.240.824	--
5.	Pembukaan L/C Impor Suku Cadang dan Peralatan Pemeliharaan Sistem Brake EMU 6000, EMU 8500/800, Pembelian Suku Cadang dan Jaminan Pinjaman Bank/ Opening the L/C Import Spare Parts and Maintenance Equipment Brake Systes EMU 6000, EMU 8500/800 and the Purchase of Spare Parts	80.269.092	82.563.909
6.	Proyek KA Bandara Soekarno-Hatta/ Soekarno-Hatta Airport Train Railway Project	61.769.430	61.769.430
7.	Dana PMN untuk Proyek Kereta Cepat Jakarta Bandung/ PMN fund for Jakarta Bandung High Speed Railway Project	26.035.771	510.785.602
8.	Pengadaan Sparepart Procurement Maintenance Operation Sparepart and Services (MOSS)	5.312.110	18.199.305
9.	Pemeliharaan Sarana KA Bandara Kualanamu, Medan/ Maintenance Agreement of Airport Rolling Stock in Kualanamu, Medan	38.829	38.751
10.	Proyek Commuter Jabodetabek/ Commuter Jabodebek Project	11.837	11.991
	Jumlah/Total	3.295.188.104	2.587.812.673

7. Piutang Usaha

7. Trade Receivables

	2024	2023	
Pihak Berelasi (Catatan 42)	2.001.160.675	1.266.965.945	Related Parties (Note 42)
Cadangan Kerugian Penurunan Nilai	(15.277.328)	(13.851.143)	Allowance for Impairment Losses
Pihak Berelasi - Neto	1.985.883.347	1.253.114.802	Related Parties - Net
Pihak Ketiga	947.935.230	887.185.621	Third Parties
Cadangan Kerugian Penurunan Nilai	(374.272.539)	(270.705.648)	Allowance for Impairment Losses
Pihak Ketiga - Neto	573.662.691	616.479.973	Third Parties - Net
Jumlah	2.559.546.038	1.869.594.775	Total

Berdasarkan mata uang:

By currencies:

	2024	2023	
Rupiah	2.722.173.473	2.022.067.062	Rupiah
Dolar Amerika Serikat	226.922.432	132.084.504	United States Dollar
Jumlah	2.949.095.905	2.154.151.566	Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(389.549.867)	(284.556.791)	Allowance for Impairment Losses
Neto	2.559.546.038	1.869.594.775	Net

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7. Piutang Usaha (Lanjutan)

7. Trade Receivables (Continued)

Berdasarkan umur:

By age:

	2024	2023	
0 - 30 Hari	2.325.713.647	1.653.982.587	0 - 30 Days
31 - 90 Hari	107.542.303	176.516.181	31 - 90 Days
91 - 360 Hari	187.654.132	87.135.226	91 - 360 Days
> 360 Hari	328.185.823	236.517.572	> 360 Days
Jumlah	2.949.095.905	2.154.151.566	Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(389.549.867)	(284.556.791)	Allowance for Impairment Losses
Neto	2.559.546.038	1.869.594.775	Net

Mutasi cadangan kerugian penurunan nilai:

The movement of the allowance for impairment losses is as follows:

	2024	2023	
Saldo Awal	(284.556.791)	(266.043.760)	Beginning Balance
Penambahan	(104.993.076)	(18.513.031)	Additional
Saldo Akhir	(389.549.867)	(284.556.791)	Ending Balance

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang.

Management believes that the allowance for impairment losses is adequate to cover the possible losses on uncollectible accounts.

Tidak terdapat piutang usaha yang dijadikan jaminan atas pinjaman.

There are no trade receivables that pledged as collateral for the loan.

8. Piutang Lain-lain

8. Other Receivables

	2024	2023	
Pihak Berelasi (Catatan 42)	2.585.192.879	118.108.523	Related Parties (Note 42)
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(109.925.524)	(109.925.523)	Allowance for Impairment Losses
Pihak Berelasi - Neto	2.475.267.355	8.183.000	Related Parties - Net
Pihak Ketiga	82.198.918	123.592.708	Third Parties
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(70.531.632)	(70.188.718)	Allowance for Impairment Losses
Pihak Ketiga - Neto	11.667.286	53.403.990	Third Parties - Net
Neto	2.486.934.641	61.586.990	Net
Piutang Lain-lain - Tidak Lancar:			Other Receivables - Non Current:
Pihak Berelasi (Catatan 42)	7.149.335.122	--	Related Parties (Note 42)
Pihak Berelasi - Neto	7.149.335.122	--	Related Parties - Net
Jumlah	9.636.269.763	61.586.990	Total

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8. Piutang Lain-lain (Lanjutan)

8. Other Receivables (Continued)

Berdasarkan mata uang:

By currencies:

	2024	2023	
Dolar Amerika Serikat	3.733.341.190	--	United States Dollar
Yuan China	3.415.993.932	--	Yuan China
Rupiah	2.667.391.797	241.701.231	Rupiah
Jumlah	9.816.726.919	241.701.231	Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(180.457.156)	(180.114.241)	Allowance for Impairment Losses
Neto	9.636.269.763	61.586.990	Net

Berdasarkan umur:

By age:

	2024	2023	
Belum Jatuh Tempo	9.616.419.479	--	Outstanding
0 - 30 Hari	11.195.122	60.254.842	0 - 30 Days
31 - 90 Hari	913.664	30.202	31 - 90 Days
91 - 360 Hari	1.066.085	1.343.565	91 - 360 Days
> 360 Hari	187.132.569	180.072.622	> 360 Days
Jumlah	9.816.726.919	241.701.231	Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(180.457.156)	(180.114.241)	Allowance for Impairment Losses
Neto	9.636.269.763	61.586.990	Net

Mutasi cadangan kerugian penurunan nilai:

The movement of the allowance for impairment losses is as follows:

	2024	2023	
Saldo Awal	(180.114.241)	(175.234.443)	Beginning Balance
Penambahan - Bersih	(342.915)	(4.879.798)	Net Addition
Saldo Akhir	(180.457.156)	(180.114.241)	Ending Balance

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai piutang adalah cukup untuk menutupi kerugian penurunan nilai atas tidak tertagihnya piutang lain-lain.

Management believes that the allowance for impairment losses on receivables is adequate to cover possible losses on the uncollectible other receivables.

Eksposur maksimum risiko kredit pada tanggal pelaporan adalah sebesar nilai tercatat masing-masing kategori piutang yang disebutkan di atas. Grup tidak menguasai aset-aset sebagai jaminan piutang.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivables mentioned above. The Group does not recognize any asset as collateral for receivables.

9. Persediaan

9. Inventories

	2024	2023	
Suku Cadang Sarana	1.048.643.857	1.238.415.440	Rolling Stock Spare Parts
Suku Cadang Prasarana	307.199.619	461.538.274	Infrastructure Spare Parts
Lain-lain	27.715.346	22.696.178	Others
Jumlah	1.383.558.822	1.722.649.892	Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(165.506.081)	(194.300.721)	Allowance for Impairment Losses
Neto	1.218.052.741	1.528.349.171	Net

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Mutasi cadangan kerugian penurunan nilai:

The movement of the allowance for impairment losses is as follows:

	2024	2023	
Saldo Awal	(194.300.721)	(167.128.997)	Beginning Balance
Pemulihan/(Penambahan)	28.794.640	(27.171.724)	Recovery/(Addition)
Saldo Akhir	(165.506.081)	(194.300.721)	Ending Balance

Suku cadang sarana merupakan suku cadang yang digunakan untuk perawatan rutin/berkala armada lokomotif, kereta (penumpang, pembangkit, diesel, dan listrik) dan gerbong yang dilakukan di Balai Yasa dan Dipo yang tersebar di Daerah Operasi dan Divisi Regional.

Rolling stock spare parts represent spare parts used for routine/scheduled maintenance of locomotives, trains (passenger, generator, diesel, and electric) and wagons which are undertaken in the Balai Yasa and Depots located in various Operational Regions and Regional Divisions.

Suku cadang prasarana digunakan untuk perawatan atau perbaikan atas kerusakan yang terjadi pada prasarana pokok yang meliputi jalan rel kereta api, jembatan, perlintasan, persinyalan, instalasi listrik dan instalasi komunikasi. Sesuai dengan Undang-Undang No. 13 Tahun 1992 tentang Perkeretaapian sebagaimana telah diganti dengan Undang-Undang No. 23 Tahun 2007 tanggal 25 April 2007 tentang Perkeretaapian, penyelenggara prasarana perkeretaapian wajib merawat prasarana perkeretaapian agar tetap layak operasi.

Infrastructure spare parts are used to maintain or repair any damages that occur in the main infrastructures which comprise of railway-road, bridge, cross-bar-crossing, signal, electric installation, and communication installation. According to Law No. 13 Year 1992 regarding Railways as replaced by Law No.23 Year 2007 dated April 25, 2007 regarding Railways, the operator of the railway infrastructure has obligation to maintain the operating feasible of railway infrastructures.

Jumlah persediaan yang telah digunakan dan diakui sebagai beban perawatan sarana dan prasarana sebesar Rp3.131.433.259 dan Rp1.942.556.875 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023.

The amount of inventory that has been used and recognized as facilities and infrastructure maintenance expense amounted to Rp3,131,433,259 and Rp1,942,556,875 for the years ended December 31, 2024 and 2023, respectively.

Perusahaan tidak mengasuransikan persediaan terhadap risiko kecelakaan, kebakaran dan jenis risiko kerugian lainnya.

The Company does not insure inventories against any risk of accidents, fire and other types of risk of losses.

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai persediaan adalah cukup untuk menutupi kerugian penurunan nilai atas nilai persediaan usang.

Management believes that the allowance for impairment losses on inventories are adequate to cover possible losses on the obsolete inventories.

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10. Pendapatan Masih akan Diterima

10. Accrued Income

	2024	2023	
Pendapatan Masih Harus Diterima			Accrued Income - Current:
- Lancar:			Related Parties (Note 42)
Pihak Berelasi (Catatan 42)	1.224.734.301	616.070.541	Less:
Dikurangi:			Allowance for Impairment Losses
Cadangan Kerugian Penurunan Nilai	(312.012.330)	(177.034.197)	
Pihak Berelasi - Neto	912.721.971	439.036.344	Related Parties - Net
Pihak ketiga			Third parties
Jasa Angkutan Barang	285.036.468	275.008.098	Freight Transportation Services
Konstruksi	9.671.073	6.253.848	Construction
Jasa Parkir	8.825.591	8.825.591	Parking Services
Lainnya	35.281.632	42.016.724	Others
Dikurangi:			Less:
Cadangan Kerugian Penurunan Nilai	(6.068.097)	(7.400.565)	Allowance for Impairment Losses
Pihak Ketiga - Neto	332.746.667	324.703.696	Third Parties - Net
Jumlah	1.245.468.638	763.740.040	Total
Pendapatan Masih Harus Diterima			Accrued Income - Non Current :
- Tidak Lancar:			Related Parties (Note 42)
Pihak Berelasi (Catatan 42)	2.421.054.175	--	Less:
Dikurangi:			Unwinding of discount on
<i>Unwinding of discount</i> atas			Receivable Related Parties
Piutang Pihak Berelasi	(425.231.611)	--	
Pihak Berelasi - Neto	1.995.822.564	--	Related Parties - Net
Jumlah	3.241.291.202	--	Total

Mutasi cadangan kerugian penurunan nilai sebagai berikut:

The movement of the allowance for impairment losses is as follows:

	2024	2023	
Saldo Awal	(184.434.762)	(166.138.390)	Beginning Balance
Penambahan	(558.877.276)	(18.296.372)	Addition
Saldo Akhir	(743.312.038)	(184.434.762)	Ending Balance

Pendapatan masih akan diterima dari pihak berelasi diantaranya terdiri dari subsidi yang diberikan oleh Pemerintah berupa kompensasi atas *Infrastructure Maintenance Operation* (IMO) (Catatan 52b) dan kompensasi kewajiban pelayanan publik (PSO) yang merupakan tagihan kepada Pemerintah atas kompensasi berdasarkan Perjanjian antara Direktorat Jenderal Perkeretaapian (DJKA) dengan Perusahaan sebagai berikut:

- Perjanjian No. HK.201/1/4/DJKA/2024 dan No. KL.701/II/10/KA-2024 tanggal 19 Februari 2024 tentang Penyelenggaraan Kewajiban Pelayanan Publik (PSO) Bidang Angkutan Kereta Api Pelayanan Kelas Ekonomi Tahun Anggaran 2024.
- Perjanjian No. HK.201/1/5/DJKA/2024 dan No. KL.701/II/9/KA-2024 tanggal 19 Februari 2024 tentang Subsidi Penyelenggaraan Kereta Api Ringan (*Light Rail Transit*) Terintegrasi di Wilayah Jakarta, Bogor, Depok, dan Bekasi.

Accrued income from related parties include subsidies provided by the Government in order to provide rail transportation services to the public, compensation for Infrastructure Maintenance Operation (IMO) (Note 52b) and compensation for public service obligations (PSO), which is a claim to the Government for compensation based on Agreement between the Directorate General of Railways (DJKA) and Companies:

- Agreement No. HK.201/1/4/DJKA/2024 and No. KL.701/II/10/KA-2024 dated February 19, 2024 concerning the Operation of the Public Service Obligation (PSO) in the Field of Rail Transportation for Economy Class Services for 2024.*
- Agreement No. HK.201/1/5/DJKA/2024 and No. KL.701/II/9/KA-2024 dated February 19, 2024 concerning Subsidies for the Operation of Integrated Light Rail Transit in the Jakarta, Bogor, Depok and Bekasi Regions.*

10. Pendapatan Masih akan Diterima (Lanjutan)

Pendapatan masih akan diterima jasa angkutan barang merupakan tagihan atas angkutan barang yang sudah diantar namun belum ditagihkan yang meliputi angkutan batu bara, angkutan semen, angkutan peti kemas, angkutan parcel/hantaran, angkutan bahan bakar minyak, angkutan perkebunan, angkutan logam/besi baja, dan angkutan lainnya.

Pendapatan masih akan diterima lainnya merupakan katering, jasa *outsourcing*, biaya pekerjaan, iklan dan promosi.

10. Accrued Income (Continued)

Accrued income of freight transportation service represents revenue generated from freight transportations which are already delivered but not billed yet, comprising of coal transportation, cement transportation, container transportation, parcel/delivery transportation, fuel transportation, plantation transportation, metal/steel transportation, and other transportations.

Other accrued income represents revenues generated from catering, outsourcing service, service fee, promotion, and advertisement.

11. Uang Muka dan Biaya Dibayar di Muka

11. Advances and Prepaid Expenses

a. Uang Muka Jangka Pendek dan Biaya Dibayar di Muka

	2024	2023
Biaya Dibayar di Muka	204.405.722	167.365.297
Uang Muka Pihak Ketiga	112.662.551	81.937.291
Uang Muka Dinas	4.612.779	10.881.934
Jumlah	321.681.052	260.184.522

*Prepaid Expenses
Third Parties Advances
Operating Advances
Total*

Biaya dibayar di muka merupakan pembayaran di muka kepada sub kontraktor dan seluruh biaya-biaya yang dikeluarkan oleh Grup untuk menyelesaikan proyek-proyek yang sedang dikerjakan, pembayaran jasa asuransi dan sewa.

Prepaid expenses represent advance payment to sub-contractors and all costs incurred by The Group to complete project under construction, payment insurance premium and rent.

Uang muka pihak ketiga merupakan pembayaran di muka kepada pemasok dan pembelian barang.

Third parties advances represent the advance payments to suppliers and inventory purchases.

b. Uang Muka Jangka Panjang

b. Long-term Advances

	2024	2023
Uang Muka Aset	1.517.141.696	365.714.604
Uang Muka Setoran Modal	46.110.384	2.728.053.311
Jumlah	1.563.252.080	3.093.767.915

*Assets Advances
Paid in Capital Advances
Total*

Uang muka modal setoran modal diberikan oleh Perusahaan kepada PT Pilar Sinergi BUMN Indonesia ("PSBI") yang terdiri dari:

1. Setoran tunai sebesar Rp2.030.804.000 berdasarkan Perjanjian No. KL.705/III/5/KA-2023 tanggal 9 Maret 2023.
2. Setoran tunai sebesar Rp14.630.311 berdasarkan Perjanjian No. KL.702/V/8/KA-2023 tanggal 23 Mei 2023.

Paid in capital advances represents paid on PT Pilar Sinergi BUMN Indonesia ("PSBI") which consists of:

1. *Paid in capital amounting to Rp2,030,804,000 based on Agreement No. KL.705/III/5/KA-2023 dated March 9, 2023.*
2. *Paid in capital amounting to Rp14,630,311 based on Agreement No. KL.702/V/8/KA-2023 dated May 23, 2023.*

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**11. Uang Muka dan Biaya Dibayar di Muka
(Lanjutan)**

3. Setoran tunai sebesar Rp682.619.000 berdasarkan Perjanjian No. KL.705/VI/13/KA-2023 tanggal 22 Juni 2023.

4. Setoran tunai sebesar Rp15.199.073 berdasarkan Perjanjian No. KL.702/II/33/KA-2024 tanggal 31 Januari 2024.

Pada 31 Desember 2024, penambahan uang muka setoran modal kepada PT Pilar Sinergi BUMN Indonesia ("PSBI") sebesar Rp2.697.142.000 telah disahkan menjadi Setoran Modal tertuang dalam akta notaris Mala Mukti, S.H., LL.M. No.45 tanggal 10 Desember 2024 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dalam surat Keputusan AHU-AH.01.03-0221390 tanggal 13 Desember 2024 (Catatan 14).

Pada 31 Desember 2024, sebagian besar uang muka aset merupakan uang muka pembelian rangkaian KA Eksekutif New Generation dan 54 lokomotif CC 205.

**11. Advances and Prepaid Expenses
(Continued)**

3. Paid in capital amounting to Rp682,619,000 based on Agreement No. KL.705/VI/13/KA-2023 dated June 22, 2023.

4. Paid in capital amounting to Rp15,119,073 based on Agreement No. KL.702/II/33/KA-2024 dated January 31, 2024.

As of December 31, 2024, the additional paid-in capital advance to PT Pilar Sinergi BUMN Indonesia ("PSBI") amounting to Rp2,697,142,000 has been stated in the notarial deed of Mala Mukti, S.H., LL.M. No. 45 dated December 10, 2024 Human Rights in his Decision Letter No. AHU-AH.01.03-0221390 dated Desember 13, 2024. (Note 14).

As of December 31, 2024 most of the advances for assets represent advances which consists of New Generation Train, and 54 locomotives CC 205.

12. Perpajakan

12. Taxation

a. Pajak Dibayar di Muka

a. Prepaid Taxes

	2024	2023	
Perusahaan			The Company
Pajak Penghasilan			Income tax
Pasal 21	26.917.534	--	Article 21
Pasal 28a:			Article 28a:
2023	130.584.254	128.074.019	2023
2022	--	96.201.568	2022
Pajak Pertambahan Nilai	338.401.373	378.611.594	Value Added Tax
Sub Jumlah	495.903.161	602.887.181	Sub Total
Entitas anak			Subsidiaries
Pajak Penghasilan			Income Tax
Pasal 21	10.145.594	--	Article 23
Pasal 28a:			Article 28a:
2024	4.291.602	--	2024
2023	28.858.784	28.758.711	2023
Pajak Pertambahan Nilai	94.644.382	58.654.531	Value Added Tax
Sub Jumlah	137.940.362	87.413.242	Sub Total
Jumlah	633.843.523	690.300.423	Total

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12. Perpajakan (Lanjutan)

12. Taxation (Continued)

b. Utang Pajak

b. Taxes Payable

	2024	2023
Perusahaan		
Pajak Penghasilan		
Pasal 21	971.339	160.887.278
Pasal 22	9.578.152	9.771.232
Pasal 23	15.380.884	23.138.521
Pasal 29	1.105.592.680	—
Pasal 4 (2)	9.865.166	29.350.740
Pajak Pertambahan Nilai	421.384.185	342.704.025
Sub Jumlah	1.562.772.406	565.851.796
Entitas anak		
Pajak Penghasilan		
Pasal 21	4.729.675	26.818.157
Pasal 23	5.760.467	2.010.181
Pasal 25	2.138.499	4.812.198
Pasal 29	21.308.183	12.178.166
Pasal 4 (2)	6.088.532	6.503.551
Pajak Pertambahan Nilai	9.125.340	3.571.454
Sub Jumlah	49.150.696	55.893.707
Jumlah	1.611.923.102	621.745.503

The Company
Income Tax
Article 21
Article 22
Article 23
Article 29
Article 4 (2)
Value Added Tax
Sub Total
Subsidiaries
Income Tax
Article 21
Article 23
Article 25
Article 29
Article 4 (2)
Value Added Tax
Sub Total
Total

**c. Perhitungan Taksiran Pajak
Penghasilan Badan**

Rekonsiliasi antara laba konsolidasian sebelum pajak penghasilan menurut laporan laba rugi konsolidasian dengan laba kena pajak, menjadi dasar dalam pengisian SPT PPh Badan adalah sebagai berikut:

c. Self-Assessment of Corporate Income Tax

Reconciliation between the consolidated profit before income tax according to the consolidated income statement and taxable income, which is the basis for filing the Corporate Income Tax Return, are as follows:

	2024	2023
Laba Sebelum Pajak Penghasilan		
Konsolidasian	3.310.109.016	2.247.487.167
Dikurangi:		
Laba Entitas Anak - Bersih	663.059.049	594.715.201
Efek Eliminasi	(86.227.423)	(142.722.771)
Laba Sebelum Pajak	2.733.277.390	1.795.494.737
Beda Waktu:		
Penyusutan	787.152.317	(392.039.299)
Amortisasi	(50.948.937)	(92.599.471)
Imbalan Pascakerja	353.541.083	371.994.656
Penurunan Nilai Aset Tetap	(14.526.352)	(68.614.849)
Penurunan/(Pemulihan) Nilai Persediaan	(28.794.640)	27.171.738
Penyisihan/(Pemulihan) Penurunan Nilai Aset Keuangan	701.842.605	(2.351.899)
Sub Jumlah	1.748.266.076	(156.439.124)
Beda Tetap:		
Beban Tidak Diperkenankan	3.152.171.002	379.896.698
Pendapatan Bunga	(155.468.282)	(161.777.663)
Pendapatan Dividen		
dari Entitas Anak	(147.251.975)	(120.420.411)
Pendapatan Sewa	(946.652.259)	(850.545.524)
Sub Jumlah	1.902.798.486	(752.846.900)
Taksiran Penghasilan Kena Pajak	6.384.341.952	886.208.713

Profit Before Income Taxes
Comprehensive Income
Less:
Subsidiaries Profit - Net
Elimination Effect
Profit Before Tax
Timing Differences:
Depreciation
Amortization
Post-Employment Benefit
Impairment of Fixed Assets
Impairment/(Recovery) of Inventories
Allowance/(Recovery) for Impairment Losses
Financial Assets
Sub Total
Permanent Differences:
Non - Deductible Expenses
Interest Income
Dividend Income
from Subsidiaries
Rent Revenue
Sub Total
Estimated Taxable Income

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12. Perpajakan (Lanjutan)

12. Taxation (Continued)

	2024	2023	
Laba/(Rugi) Fiskal Tahun Sebelumnya: 2021	--	(960.090.331)	Fiscal Profit/(Loss) Prior Year: 2021
Akumulasi Laba (Rugi) Fiskal	6.384.341.952	(73.881.618)	Accumulation Fiscal Profit (Losses)
Taksiran Pajak Kini			Estimated Current Tax
Perusahaan	1.404.555.230	--	of the Company
Kredit Pajak Penghasilan:			Income Tax Deduction:
Pasal 22	(9.425.267)	(7.496.342)	Article 22
Pasal 23	(289.537.283)	(120.577.677)	Article 23
Jumlah Kredit Pajak	(298.962.550)	(128.074.019)	Total Tax Credit
Kurang (Lebih) Bayar Pajak - Perusahaan	1.105.592.680	(128.074.019)	Tax Under (Over) Payment - the Company

Rekonsiliasi antara beban pajak dan hasil perkalian laba akuntansi sebelum pajak dengan tarif pajak yang berlaku adalah sebagai berikut:

Reconciliation between tax expense and results of multiplication of accounting profit before tax with prevailing tax rate, are as follows:

	2024	2023	
Laba (Rugi) Sebelum Pajak Penghasilan Menurut Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3.310.109.016	2.247.487.167	Profit (Loss) Before Income Taxes According to Consolidated Statement of Profit or Loss and Other Comprehensive Income
Dikurangi:			Less:
Laba Entitas Anak - Bersih	663.059.049	594.715.201	Subsidiaries Profit - Net
Efek Eliminasi	(86.227.423)	(142.722.771)	Elimination Effect
Laba Sebelum Pajak	2.733.277.390	1.795.494.737	Profit Before Tax
Pajak yang Dihitung Sesuai Tarif yang Berlaku	601.321.026	395.008.842	Tax Calculated at Applicable Tax Rate
Koreksi Beda Tetap	418.615.667	(165.626.318)	Permanent Difference Corrections
Penyesuaian Beban Pajak Kini	(2.510.235)	2.508.149	Current Tax Expense Adjustment
Penyesuaian Beban Pajak Tangguhan	(88.886.425)	--	Prior Period Deferred Tax Expense Adjustment
Beban Pajak			The Company's Tax
Perusahaan	928.540.033	231.890.673	Expense
Beban Pajak Kini Entitas Anak	158.986.223	144.048.357	Subsidiary's Current Tax Expense
Beban Pajak			Consolidated Tax Expense
Konsolidasian	1.087.526.256	375.939.030	Expense

d. Rincian Beban Pajak

d. Details of Tax Expense

	2024	2023	
Perusahaan:			The Company:
Beban Pajak Kini	1.404.555.230	--	Current Tax Expense
Beban Pajak Tangguhan	(384.618.537)	229.382.524	Deferred Tax Expense
Penyesuaian:			Adjustment:
Penyesuaian Pajak Periode Lalu	(2.510.235)	2.508.149	Prior Period Tax Adjustment
Penyesuaian Pajak Tangguhan Periode Lalu	(88.886.425)	--	Prior Period Deferred Tax Expense Adjustment
Jumlah	928.540.033	231.890.673	Total
Entitas Anak:			Subsidiaries:
Beban Pajak Kini	167.684.849	144.914.096	Current Tax Expense
Beban Pajak Tangguhan	(9.689.452)	(1.833.144)	Deferred Tax Expense
Penyesuaian:			Adjustment:
Penyesuaian Pajak Kini Periode Lalu	(210.141)	967.405	Prior Period Current Tax Adjustment
Penyesuaian Pajak Tangguhan Periode Lalu	1.200.967	--	Prior Period Deferred Tax Expense Adjustment
Jumlah	158.986.223	144.048.357	Total
Konsolidasian:			Consolidated:
Beban Pajak Kini	1.572.240.079	144.914.096	Current Tax Expense
Beban Pajak Tangguhan	(394.307.989)	227.549.380	Deferred Tax Expense
Penyesuaian:			Adjustment:
Penyesuaian Pajak Periode Lalu	(2.720.376)	3.475.554	Prior Period Tax Adjustment
Penyesuaian Pajak Tangguhan Periode Lalu	(87.685.458)	--	Prior Period Deferred Tax Expense Adjustment
Jumlah	1.087.526.256	375.939.030	Total

Pada 31 Desember 2024, penyesuaian beban pajak merupakan penerimaan atas bukti potong setelah tanggal laporan keuangan dan koreksi atas Surat Pemberitahuan Hasil Pemeriksaan (SPHP) (Catatan 54g).

On December 31, 2024, the adjustment to tax expense represents the receipt of withholding slip after the date of financial statements up to the date of annual tax return (Notes 54g)

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12. Taxation (Continued)

e. Pajak Tangguhan

Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan waktu antara jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas. Rincian dari aset dan liabilitas pajak tangguhan adalah sebagai berikut:

e. Deferred Tax

Deferred tax is estimated based on the effect of times differences between the carrying amounts of assets and liabilities for the financial reporting with taxable bases of assets and liabilities. Details of deferred tax assets and liabilities are as follows:

	2023	Penyesuaian/ Adjustment	Dibebankan (Dikreditkan) ke Laba Rugi/ Charged (Credited) to Profit or Loss	Dibebankan (Dikreditkan) ke Penghasilan Komprehensif Lain/ Charge (Credited) to Other Comprehensive Income	2024	
Perusahaan:						The Company:
Aset Tetap	(688.997.099)	105.140.382	173.173.510	--	(410.683.207)	Fixed Assets
Aset Takberwujud	(73.011.434)	--	(11.208.766)	--	(84.220.200)	Intangible Assets
Rugi Fiskal	16.253.957	(16.253.957)	--	--	--	Tax Loss
Liabilitas Imbalan Kerja	1.266.450.688	--	77.779.038	(56.774.843)	1.287.454.883	Employee Benefits Liabilities
Penurunan Nilai Aset Tetap dan Persediaan	124.222.637	--	(9.530.618)	--	114.692.019	Impairment of Fixed Assets and Inventories
Cadangan Kerugian						Allowance for Impairment
Penurunan Nilai Aset Keuangan	454.960.774	--	154.405.373	--	609.366.147	Losses of Financial Assets
Sub Jumlah	1.099.879.523	88.886.425	384.618.537	(56.774.843)	1.516.609.642	Sub Total
Entitas anak:						Subsidiaries:
Aset Tetap	20.626.444	(265.397)	1.972.545	--	22.333.592	Fixed Assets
Aset Hak Guna	(65.703.730)	--	877.039	--	(64.826.691)	Right of Use Assets
Liabilitas Sewa	73.575.209	(935.570)	(696.796)	--	71.942.843	Lease Liabilities
Liabilitas Imbalan Kerja	3.606.789	--	(374.944)	626.062	3.857.907	Employee Benefits Liabilities
Penurunan Nilai Aset Tetap	2.653.333	--	(470.863)	--	2.182.470	Impairment of Fixed Assets
Cadangan Kerugian						Allowance for Impairment
Penurunan Nilai Piutang	56.771.268	--	5.424.907	--	62.196.175	Losses of Receivables
Beban Pemeliharaan	25.523.814	--	2.957.564	--	28.481.378	Maintenance Expenses
Sub Jumlah	117.053.127	(1.200.967)	9.689.452	626.062	126.167.674	Sub Total
Jumlah	1.216.932.650	87.685.458	394.307.989	(56.148.781)	1.642.777.316	Total

	2022	Dibebankan (Dikreditkan) ke Laba Rugi/ Charged (Credited) to Profit or Loss	Dibebankan (Dikreditkan) ke Penghasilan Komprehensif Lain/ Charge (Credited) to Other Comprehensive Income	2023	
Perusahaan:					The Company:
Aset Tetap	(602.748.453)	(86.248.646)	--	(688.997.099)	Fixed Assets
Aset Takberwujud	(52.639.550)	(20.371.884)	--	(73.011.434)	Intangible Assets
Rugi Fiskal	211.219.873	(194.965.916)	--	16.253.957	Tax Loss
Liabilitas Imbalan Kerja	1.174.977.939	81.838.824	9.633.925	1.266.450.688	Employee Benefits Liabilities
Penurunan Nilai Aset Tetap dan Persediaan	133.340.122	(9.117.485)	--	124.222.637	Impairment of Fixed Assets and Inventories
Cadangan Kerugian					Allowance for Impairment
Penurunan Nilai Aset Keuangan	455.478.191	(517.417)	--	454.960.774	Losses of Financial Assets
Sub Jumlah	1.319.628.122	(229.382.524)	9.633.925	1.099.879.523	Sub Total
Entitas anak:					Subsidiaries:
Aset Tetap	23.590.937	(2.964.493)	--	20.626.444	Fixed Assets
Aset Hak Guna	364.284	(66.068.014)	--	(65.703.730)	Right of Use Assets
Liabilitas Sewa	1.524.324	72.050.885	--	73.575.209	Lease Liabilities
Liabilitas Imbalan Kerja	2.310.835	(773.583)	2.069.537	3.606.789	Employee Benefits Liabilities
Penurunan Nilai Aset Tetap	2.653.333	--	--	2.653.333	Impairment of Fixed Assets
Cadangan Kerugian					Allowance for Impairment
Penurunan Nilai Piutang	58.276.969	(1.505.701)	--	56.771.268	Losses of Receivables
Beban Pemeliharaan	24.429.764	1.094.050	--	25.523.814	Maintenance Expenses
Sub Jumlah	113.150.446	1.833.144	2.069.537	117.053.127	Sub Total
Jumlah	1.432.778.568	(227.549.380)	11.703.462	1.216.932.650	Total

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12. Taxation (Continued)

f. Surat Ketetapan Pajak

Surat Ketetapan Pajak Perusahaan
sampai 31 Desember 2024 adalah
sebagai berikut:

f. Tax Assessment Letter

Notice of Tax Assessment of the Company
until December 31, 2024 are as follows:

Tahun Pajak/ Tax Year	Objek Pajak/ Tax Object	Nomor Hasil Pemeriksaan/ Examination Result Number	Tanggal Terbit/ Issued Date	Total Tagihan Pajak/ Total Tax Collection Rp*)	Status/ Status
Perusahaan/the Company					
2022	Surat Keterangan Pajak Kurang Bayar PPh Pasal 23 atas Pemeriksaan Pajak Tahun 2022/ Tax Underpayment Assessment Letter of Income Tax Article 23 on 2022's Tax Assessment	00058/203/22/093/24	25 Juni 2024/ June 25, 2024	123.916.537.947	Surat Keberatan/ Objection Letter
2022	Surat Keterangan Pajak Kurang Bayar PPN atas Pemeriksaan Pajak Tahun 2022/ Tax Underpayment Assessment Letter of Value Added Tax on 2022's Tax Assessment	00149/207/22/093/24	25 Juni 2024/ June 25, 2024	65.581.385.574	Surat Keberatan/ Objection Letter
2019	Pemeriksaan Pajak Masa September 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of September 2019	00020/287/19/093/24	26 September 2024/ September 26, 2024	141.691.979	Setuju/ Agree
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa Oktober 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of October 2019	00021/287/19/093/24	26 September 2024/ September 26, 2024	53.915.585	Setuju/ Agree
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa November 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of November 2019	00022/287/19/093/24	26 September 2024/ September 26, 2024	50.575.541	Setuju/ Agree
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa Desember 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of December 2019	00023/287/19/093/24	26 September 2024/ September 26, 2024	177.583.509	Setuju/ Agree
PT Reska Multi Usaha					
2022	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa Januari 2022/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of January 2022	00059/207/20/093/22	2 Februari 2024/ February 2, 2024	374.501.002	Setuju/ Agree
PT KA Properti Manajemen					
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Badan atas Pemeriksaan Pajak Tahun 2019/ Underpayment Tax Assessment Letter for Corporate Income Tax Based on the 2019 Tax Assessment	00005/206/19/093/24	31 Juli 2024/ July 31, 2024	9.419.966.335	Surat Keberatan/ Objection Letter
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 21 atas Pemeriksaan Pajak Tahun 2019/ Underpayment Tax Assessment Letter for Income Tax Article 21 Based on the 2019 Tax Assessment	00007/201/19/093/24	31 Juli 2024/ July 31, 2024	194.066.866	Setuju/ Agree
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 23 atas Pemeriksaan Pajak Tahun 2019/ Underpayment Tax Assessment Letter for Income Tax Article 23 Based on the 2019 Tax Assessment	00007/203/19/093/24	31 Juli 2024/ July 31, 2024	5.527.827.692	Surat Keberatan/ Objection Letter
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 4 Ayat 2 atas Pemeriksaan Pajak Tahun 2019/ Underpayment Tax Assessment Letter for Income Tax Article 4 Paragraph 2 Based on the 2019 Tax Assessment	00006/240/19/093/24	31 Juli 2024/ July 31, 2024	18.836.352.464	Surat Keberatan/ Objection Letter
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa Agustus 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of August 2019	00037/207/19/093/24	31 Juli 2024/ July 31, 2024	46.125.972	Setuju/ Agree
2019	Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa atas Pemeriksaan Pajak Masa Desember 2019/ Tax Underpayment Assessment Letter for Value-Added Tax on Goods and Services Based on Tax Assessment for the Tax Period of December 2019	00038/207/19/093/24	31 Juli 2024/ July 31, 2024	1.379.495.610	Setuju/ Agree
PT Kereta Commuter Indonesia					
2020	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Badan atas Pemeriksaan Pajak Tahun 2020/ Underpayment Tax Assessment Letter for Corporate Income Tax Based on the 2020 Tax Assessment	00001/206/20/093/24	2 Oktober 2024/ October 2, 2024	3.497.292.480	Setuju/ Agree
2020	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 21 atas Pemeriksaan Pajak Tahun 2020/ Underpayment Tax Assessment Letter for Income Tax Article 21 based on the 2020 Tax Assessment	00004/201/20/093/24	2 Oktober 2024/ October 2, 2024	19.795.598	Setuju/ Agree
2020	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 23 atas Pemeriksaan Pajak Tahun 2020/ Underpayment Tax Assessment Letter for Income Tax Article 23 based on the 2020 Tax Assessment	00005/203/20/093/24	2 Oktober 2024/ October 2, 2024	61.927.590	Setuju/ Agree
2020	Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 4 Ayat 2 atas Pemeriksaan Pajak Tahun 2020/ Underpayment Tax Assessment Letter for Income Tax Article 4 Paragraph 2 based on the 2020 Tax Assessment	00003/240/20/093/24	2 Oktober 2024/ October 2, 2024	3.337.470	Setuju/ Agree
Jumlah/Total				229.282.379.214	

*) Nilai Penuh/ Full Amount

12. Perpajakan (Lanjutan)

12. Taxation (Continued)

**g. Pemeriksaan Pajak
Pemeriksaan Pajak Tahun 2020**

RMU

Pada tanggal 27 April 2022, RMU menerima Surat Keputusan dari Direktorat Jenderal Pajak dengan No. KEP00003/ANGSUR/WPJ.19/Kp.0404/2022 sampai dengan KEP 000012/ANGSUR/WPJ.19/KP.0404/2022 tentang Persetujuan Pengangsuran Pembayaran Pajak selama 12 bulan dari 26 Mei 2022 hingga 26 April 2023 dengan jumlah angsuran per bulan sebesar Rp515.155. Pada 31 Desember 2023, kewajiban ini telah diselesaikan oleh RMU.

Pemeriksaan Pajak Tahun 2021

Perusahaan

Berdasarkan hasil pemeriksaan pajak 2021, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar Pajak Penghasilan tahun 2021 dengan No. 00022/406/21/093/23 tanggal 17 April 2023 sebesar Rp67.009.624.

Rugi Fiskal Perusahaan juga mengalami koreksi sebesar Rp111.708.595, sehingga menjadi Rp990.200.403.

Pada tanggal 15 Mei 2023, Perusahaan telah menerima restitusi pajak penghasilan badan tahun 2021 sebesar Rp51.090.496 setelah dikurangi utang pajak sebesar Rp15.919.128.

RMU

Berdasarkan hasil pemeriksaan pajak 2021, RMU menerima Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan dan Pajak Pertambahan Nilai sebesar Rp2.638.167 dibayarkan melalui kompensasi Surat Ketetapan Pajak Lebih Bayar Pajak Penghasilan Badan tahun 2021 dengan No. 00024/406/21/093/23 tanggal 23 Mei 2023 sebesar Rp8.905.752.

Pada tanggal 16 Juni 2023, RMU telah menerima restitusi pajak penghasilan badan sebesar Rp1.319.844.

**g. Tax Assessments
2020's Tax Assessment**

RMU

On April 27, 2022, RMU received a letter from the Directorate of Tax General No. KEP 00003/ANGSUR/WPJ.19/Kp.0404/2022 until No. KEP 000012/ANGSUR/WPJ.19/KP.0404/2022 regarding Acceptance of Installment Tax Payment for 12 months from May 26, 2022 until April 26, 2023 with monthly installment amounted to Rp515,155. On December 31, 2023, this obligation have been completed by RMU.

2021's Tax Assessment

The Company

Based on 2021's Tax Assessment, the Company received a Notice of Tax Overpayment Assessment Income Tax for the year 2021 with the number 00022/406/21/093/23 dated April 17, 2023 amounting to Rp67,009,624.

Company's Tax Loss also have corrected amount Rp111,708,595, to Rp990,200,403.

On May 15, 2023, The Company has received restitution of corporate income tax for fiscal year 2021 amounted to Rp51,090,496 after less tax payable of Rp15,919,128.

RMU

Based on 2021's Tax Assessment, RMU received Notice of Tax Underpayment Assessment for Income Tax and Value Added Tax amounting to Rp2,638,167 paid through compensation of Notice of Tax Overpayment Assessment for Corporate Income Tax 2021 No. 00024/406/21/093/23 dated May 23, 2023 amounting to Rp8,905,752.

On June 16, 2023, RMU received restitution of amounted to Rp1,319,844.

12. Perpajakan (Lanjutan)

Pemeriksaan Pajak Tahun 2022 Perusahaan

Berdasarkan hasil pemeriksaan pajak 2022, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar Pajak Penghasilan tahun 2022 dengan No. 00032/406/22/093/24 sebesar Rp49.098.378. Pada tanggal 25 Juli 2024, Perusahaan telah menerima lebih bayar pajak setelah dikurangi kompensasi utang pajak sebesar Rp49.068.769.

Pada tanggal 25 Juni 2024, Perusahaan telah menerima Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 23 tahun 2022 dengan No. 00058/203/22/093/24 sebesar Rp123.916.537, dan Surat Ketetapan Pajak Kurang Bayar Pajak Pertambahan Nilai Barang dan Jasa Masa Desember dengan No. 00149/207/22/093/24 sebesar Rp65.581.386 tanggal 25 Juni 2024. Atas kurang bayar pajak tersebut, Perusahaan mengajukan keberatan.

Sampai dengan tanggal Pelaporan Perusahaan belum menerima jawaban atas permohonan keberatan tersebut.

12. Taxation (Continued)

2022's Tax Assessment The Company

Based on 2022's Tax Assessment, the Company received a Notice of Tax Overpayment Assessment Income Tax for the year 2022 with the No. 00032/406/22/093/24 amounting to Rp49,098,378. On July 25, 2024, the Company received tax overpayment net of tax payable compensation amounting to Rp49,068,769.

On June 25, 2024, the Company received Tax Assessment Letter of Underpayment of Income Tax Article 23 for the year 2022 with No. 00058/203/22/093/24 amounting to Rp123,916,537, and Tax Assessment Letter of Underpayment of Value Added Tax on Goods and Services for the period of December with No. 00149/207/22/093/24 amounting to Rp65,581,386 dated June 25, 2024. On the tax underpayment, the Company filed an objection.

As of the reporting date, the Company has not received a response to the objection request.

13. Aset Lancar Lainnya

Aset lancar lainnya pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp138.904.445 dan Rp123.701.643.

Saldo tersebut merupakan uang jaminan atas bank garansi, dana sehubungan dengan pemakaian jasa parkir yang menggunakan kartu multitrip dan investasi jangka pendek.

13. Other Current Assets

Other current assets as December 31, 2024 and 2023 amounted to Rp138,904,445 and Rp123,701,643, respectively.

This balance represents security deposit of bank guarantee, funds in connection with the use of parking services that use multitrip card and short term investment.

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14. Investasi

14. Investment

a. Investasi Entitas Asosiasi dan Ventura Bersama

a. Investment in Associates and Joint Ventures

	2024	2023	
Entitas Asosiasi			Associates
PT Moda Integrasi			PT Moda Integrasi
Transportasi Jabodetabek	29.802.854	28.617.769	Transportasi Jabodetabek
PT BPRS Baiturridha Pusaka	12.887.266	9.519.838	PT BPRS Baiturridha Pusaka
Ventura Bersama			Joint Ventures
PT Pilar Sinergi BUMN Indonesia	6.165.535.579	5.708.376.759	PT Pilar Sinergi BUMN Indonesia
KSO Bumi Kalog	46.050.395	42.005.447	JO Bumi Kalog
KSO B Kalog	17.132.932	16.876.931	JO B Kalog
KSO PT KAPM - PT Mega			JO PT KAPM - PT Mega
Dasa Semesta	3.011.880	2.973.405	Dasa Semesta
Jumlah	6.274.420.906	5.808.370.149	Total

Rincian investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

The details of the investment in associates and joint ventures are as follows:

		2024					
Nama Entitas Asosiasi dan Ventura Bersama/ Name of Associates and Joint Venture	Aktivitas Utama/ Principal Activity	Persentase Kepemilikan/ Percentage of Ownership	Nilai Tercatat Penyertaan Awal Tahun/ Carrying Value at Beginning of Year	Penambahan Tahun Berjalan/ Additions of Current Year	Bagian Laba (Rugi) Bersih/ Portion in Net Profit (Loss)	Pembayaran Dividen/ Dividen Payment	Nilai Tercatat/ Carrying Value
Entitas Asosiasi/ Associates							
PT Moda Integrasi Transportasi Jabodetabek	Pengangkutan darat terintegrasi Jakarta-Bogor-Depok Tangerang-Bekasi ("Jabodetabek")/ Integrated land transportation from Jakarta-Bogor-Depok Tangerang-Bekasi ("Jabodetabek")	49,00%	28.617.769	--	1.185.085	--	29.802.854
PT BPRS Baiturridha Pusaka	Pembiayaan dan Jasa perbankan/ Financing and Banking services	20,00%	9.519.838	--	4.425.890	(1.058.463)	12.887.265
Ventura Bersama/ Joint Ventures							
PT Pilar Sinergi BUMN Indonesia (PSBI)	Pengangkutan darat, perdagangan, jasa, industri, pembangunan/ Land transportation, trading, services, industry, development	58,53%	7.260.618.691	2.697.142.000	(2.239.983.179)	--	7.717.777.512
KSO Bumi Kalog	Pelayanan Logistik di kawasan Waru, Sungai Lagoa dan Kalimas/ Logistics services in Waru, Sungai Lagoa and Kalimas area	45,00%	42.005.447	--	4.044.948	--	46.050.395
KSO B Kalog	Pelayanan Logistik berbasis angkutan Kereta Api/ Logistics services with railway based	65,00%	16.876.931	--	256.001	--	17.132.932
KSO PT KAPM - PT Mega Dasa Semesta	Pembangunan, pemasaran dan pengelolaan perkantoran dan pertokoan/ Development, marketing, office management and shopping center	50,00%	5.134.010	--	38.475	--	5.172.485
Jumlah/ Total			7.362.772.686	2.697.142.000	(2.230.032.780)	(1.058.463)	7.828.823.443
Dikurangi/ Deducted							
Cadangan Penurunan Nilai Investasi pada PSBI/ Allowance for Impairment losses of Investment in PSBI							
			(1.552.241.932)	--	--	--	(1.552.241.932)
Cadangan Penurunan Nilai Investasi pada PT Mega Dasa Semesta/ Allowance for Impairment losses of Investment in PT Mega Dasa Semesta							
			(2.160.605)	--	--	--	(2.160.605)
Sub jumlah/ Sub total							
			(1.554.402.537)	--	--	--	(1.554.402.537)
Jumlah/ Total			5.808.370.149				6.274.420.906

		2023					
Nama Entitas Asosiasi dan Ventura Bersama/ Name of Associates and Joint Venture	Aktivitas Utama/ Principal Activity	Persentase Kepemilikan/ Percentage of Ownership	Nilai Tercatat Penyertaan Awal Tahun/ Carrying Value at Beginning of Year	Penambahan Tahun Berjalan/ Additions of Current Year	Bagian Laba (Rugi) Bersih/ Portion in Net Profit (Loss)	Pembayaran Dividen/ Dividen Payment	Nilai Tercatat/ Carrying Value
Entitas Asosiasi/ Associates							
PT Moda Integrasi Transportasi Jabodetabek	Pengangkutan darat terintegrasi Jakarta-Bogor-Depok Tangerang-Bekasi ("Jabodetabek")/ Integrated land transportation from Jakarta-Bogor-Depok Tangerang-Bekasi ("Jabodetabek")	49,00%	17.307.401	22.050.000	(10.739.632)	--	28.617.769
PT BPRS Baiturridha Pusaka	Pembiayaan dan Jasa perbankan/ Financing and Banking services	20,00%	8.204.532	--	2.611.751	(1.296.445)	9.519.838
Ventura Bersama/ Joint Ventures							
PT Pilar Sinergi BUMN Indonesia (PSBI)	Pengangkutan darat, perdagangan, jasa, industri, pembangunan/ Land transportation, trading, services, industry, development	51,37%	7.761.031.906	--	(500.413.215)	--	7.260.618.691
KSO Bumi Kalog	Pelayanan Logistik di kawasan Waru, Sungai Lagoa dan Kalimas/ Logistics services in Waru, Sungai Lagoa and Kalimas area	45,00%	59.698.827	--	817.504	(18.510.884)	42.005.447
KSO B Kalog	Pelayanan Logistik berbasis angkutan Kereta Api/ Logistics services with railway based	65,00%	16.175.849	--	701.082	--	16.876.931
KSO PT KAPM - PT Mega Dasa Semesta	Pembangunan, pemasaran dan pengelolaan perkantoran dan pertokoan/ Development, marketing, office management and shopping	50,00%	5.185.454	--	(51.444)	--	5.134.010
Jumlah/ Total			7.867.603.969	22.050.000	(507.073.954)	(19.807.329)	7.362.772.686
Dikurangi/ Deducted							
Cadangan Penurunan Nilai Investasi pada PSBI/ Allowance for Impairment losses of Investment in PSBI							
			(1.552.241.932)	--	--	--	(1.552.241.932)
Cadangan Penurunan Nilai Investasi pada PT Mega Dasa Semesta/ Allowance for Impairment losses of Investment in PT Mega Dasa Semesta							
			--	(2.160.605)	--	--	(2.160.605)
Sub jumlah/ Sub total							
			(1.552.241.932)	(2.160.605)	--	--	(1.554.402.537)
Jumlah/ Total			6.315.362.037				5.808.370.149

14. Investasi (Lanjutan)

14. Investment (Continued)

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai investasi cukup untuk menutup kemungkinan kerugian akibat penurunan nilai investasi.

Management believes that the allowance for impairment losses of investment is adequate to cover possible losses resulting from any decline in the investment value of the investment.

2024				
Perusahaan Asosiasi dan Ventura Bersama/ Associates and Joint Ventures	Total Aset/ Total Asset	Total Liabilitas/ Total Liabilities	Total Pendapatan/ Total Revenue	Laba (Rugi) Neto/ Net Income (Loss)
PT Pilar Sinergi BUMN Indonesia	26.991.168.000	16.906.480.000	--	(4.195.183.000)
PT Moda Integrasi Transportasi Jabodetabek	111.161.844	50.324.422	48.940.823	2.418.539
PT BPRS Baiturridha Pusaka	422.310.783	375.389.541	59.072.448	22.129.452
KSO Bumi Kalog	79.115.035	26.350.633	64.114.165	8.988.773
KSO B Kalog	36.974.586	10.616.231	18.166.557	393.847
KSO PT KAPM - PT Mega Dasa Semesta	14.214.919	3.494.666	--	76.950
2023				
Perusahaan Asosiasi dan Ventura Bersama/ Associates and Joint Ventures	Total Aset/ Total Asset	Total Liabilitas/ Total Liabilities	Total Pendapatan/ Total Revenue	Laba (Rugi) Neto/ Net Income (Loss)
PT Pilar Sinergi BUMN Indonesia	23.263.019.735	9.006.517.505	--	(974.135.128)
PT Moda Integrasi Transportasi Jabodetabek	90.381.000	31.977.390	13.228.975	(21.917.616)
PT BPRS Baiturridha Pusaka	240.658.227	207.831.788	39.894.177	13.058.757
KSO Bumi Kalog	63.369.432	19.593.802	61.243.581	1.816.675
KSO B Kalog	35.642.324	9.677.815	19.088.721	1.078.587
KSO PT KAPM - PT Mega Dasa Semesta	14.240.856	3.494.665	--	(102.888)

**PT Moda Integrasi Transportasi
Jabodetabek (MITJ)**

MITJ didirikan oleh Perusahaan dan PT Mass Rapid Transit Jakarta ("MRTJ") berdasarkan Akta Pendirian No. 11 tanggal 11 Februari 2020. Akta tersebut telah memperoleh persetujuan dan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0008856.AH.01.01 tanggal 12 Februari 2020.

Anggaran Dasar MITJ telah mengalami perubahan dengan Akta No. 14 tanggal 15 September 2023 oleh Notaris Aulia Taufani, S.H., mengenai perubahan modal dasar dan modal ditempatkan dan disetor penuh.

Perubahan ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dalam surat keputusan No. AHU-0064383.AH.01.02 tanggal 23 Oktober 2023.

Pada tanggal 31 Desember 2024 dan 2023, modal dasar MITJ sebesar Rp135.000.000 yang terbagi atas 135.000 saham dengan nilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 135.000 saham atau sebesar Rp135.000.000 dengan komposisi sebagai berikut:

**PT Moda Integrasi Transportasi
Jabodetabek (MITJ)**

MITJ was established by the Company and PT Mass Rapid Transit Jakarta ("MRTJ") based on Deed of Establishment No. 11 dated February 11, 2020. The Deed has obtained approval and ratification from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0008856.AH.01.01 dated February 12, 2020.

MITJ's Articles of association has been amended several times, most recently by Notarial Deed No. 14 dated September 15, 2023 of Notary Aulia Taufani, S.H., concerning the changes of authorized capital and issued and fully paid capital.

The amendments were approved by the Minister of Law and Human Rights in his Decision Letter No. AHU-0064383.AH.01.02 dated October 23, 2023.

As of December 31, 2024 and 2023, the authorized capital of MITJ amounted to Rp135,000,000, consists of 135,000 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted to 135,000 shares or equivalent to Rp135,000,000 with shares ownership compositions are as follows:

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14. Investasi (Lanjutan)

- MRTJ memiliki 51% atau sebanyak 68.850 saham dengan nilai sebesar Rp68.850.000.
- Perusahaan memiliki 49% atau sebanyak 66.150 saham dengan nilai sebesar Rp66.150.000.

PT BPRS Baiturridha Pusaka

PT BPRS Baiturridha Pusaka didirikan berdasarkan Akta No. 23 tanggal 3 Maret 1993 dibuat di hadapan Wiratni Ahmadi, Notaris di Bandung. Akta tersebut telah memperoleh persetujuan dan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat Keputusan No. C2-1941 HT.01.01.TH93 tanggal 3 April 1993.

Anggaran dasar PT BPRS Baiturridha Pusaka telah mengalami perubahan, adapun perubahan terakhir anggaran dasar diubah sesuai dengan Akta Pernyataan Keputusan Para Pemegang Saham PT BPRS Baiturridha Pusaka No. 01 tanggal 1 September 2023 yang dibuat dihadapan Christy Maharani Akbar, Sarjana Hukum Notaris di Bandung, perubahan anggaran dasar tersebut telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0055620.AH.01.02 Tahun 2023 tanggal 15 September 2023.

Pada 31 Desember 2024 dan 2023 modal dasar PT BPRS Baiturridha Pusaka sebesar Rp20.000.000 yang terbagi atas 400.000 saham dengan nilai nominal Rp50 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 222.816 saham atau sebesar Rp4.458.627 dengan komposisi sebagai berikut:

- Yayasan Pusaka memiliki 80% atau sebesar 178.253 dengan nilai sebesar Rp8.912.650.
- RMU memiliki 20% atau sebesar 44.563 dengan nilai sebesar Rp2.228.150.

14. Investment (Continued)

- MRTJ owns 51% or 68,850 shares amounting to Rp68,850,000.
- The Company owns 49% or 66,150 shares amounting to Rp66,150,000.

PT BPRS Baiturridha Pusaka

PT BPRS Baiturridha Pusaka was established based on Deed No. 23 dated March 3, 1993 made before Wiratni Ahmadi, Notary in Bandung. The Deed has obtained approval and ratification from the Minister of Law and Human Rights of the Republic of Indonesia No. C2-1941 HT.01.01.TH93 dated April 3, 1993.

The articles of association of PT BPRS Baiturridha Pusaka have been amended, the last amendment to the articles of association was amended in accordance with the Deed of Statement of the Shareholders of PT BPRS Baiturridha Pusaka No. 01 dated September 1, 2023 made before Christy Maharani Akbar, Bachelor of Laws Notary in Bandung, the amendment to the articles of association has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0055620.AH.01.02.Tahun 2023 dated September 15, 2023.

As of December 31, 2024 and 2023 the authorized capital of PT BPRS Baiturridha Pusaka amounted to Rp20,000,000, consists of 400,000 shares with par value of Rp50 per share. Total issued and fully paid capital amounted to 222,816 shares or equivalent to Rp4,458,627 with shares ownership compositions are as follows:

- Yayasan Pusaka owns 80% or 178,253 shares amounting to Rp8,912,650.
- RMU owns 20% or 44,563 shares amounting to Rp2,228,150.

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14. Investasi (Lanjutan)

**PT Pilar Sinergi BUMN Indonesia
(PSBI)**

PSBI didirikan berdasarkan Akta No. 21 tanggal 2 Oktober 2015 dari Mala Mukti, S.H. Notaris di Jakarta yang telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-2460435.AH.01.01.11 Tahun 2015 tanggal 12 Oktober 2015 dan Daftar Perusahaan No. AHU-3564963.01.11 Tahun 2015 tanggal 12 Oktober 2015.

Anggaran Dasar PSBI telah mengalami beberapa kali perubahan, terakhir dengan akta Pernyataan Keputusan Pemegang Saham PT PSBI No. 45, tanggal 10 Desember 2024 mengenai perubahan modal dasar yang dibuat dihadapan Notaris Mala Mukti, S.H., LL.,M. telah dicatat dalam database Sistem Badan Hukum Kementerian Hukum dan Hak Asasi Manusia sesuai suratnya AHU-AH.01.03-0221390 tanggal 13 Desember 2024.

Modal dasar PSBI sampai dengan November 2024 berjumlah Rp50.000.000.000 yang terbagi atas 50.000.000 saham dengan nilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 15.620.041 saham atau sebesar Rp15.620.041.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 51,37% atau sebanyak 8.023.585 saham dengan nilai sebesar Rp8.023.585.000.
- PT Wijaya Karya (Persero) Tbk memiliki 39,12% atau sebanyak 6.110.596 saham dengan nilai sebesar Rp6.110.596.000.
- PT Jasa Marga (Persero) Tbk memiliki 8,30% atau sebanyak 1.297.235 saham dengan nilai sebesar Rp1.297.235.000.
- PT Perkebunan Nusantara VIII (Persero) memiliki 1,21% atau sebanyak 188.625 saham dengan nilai sebesar Rp188.625.000.

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14. Investment (Continued)

PT Pilar Sinergi BUMN Indonesia (PSBI)

PSBI was established based on Notarial Deed No. 21 dated October 2, 2015 of Mala Mukti, S.H., Notary in Jakarta, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-2460435.AH.01.01.11 Tahun 2015, dated October 12, 2015 and Company List No. AHU-3564963.01.11 Tahun 2015, dated October 12, 2015.

PSBI Articles of association has been amended several times, most recently by Deed of Statement of Shareholders Resolution of PT Kereta Api Pariwisata No. 77, dated November 13, 2020 concerning the Changes in the authorized capital of Notary Agung Sri Wijayanti S.H, M.Kn., have been recorded in the Legal Entity Database System of the Minister of Justice and Human Rights according to Decision Letter No. AHU-0193367.AH.01.11 year 2020 dated November 18, 2020.

The authorized capital of PSBI until November 2024 amounted to Rp50,000,000,000 consists of 50,000,000 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted to 15,620,041 shares or equivalent to Rp15,620,041,000 with shares ownership compositions are as follows:

- The Company owns 51.37% or 8,023,585 shares amounting to Rp8,023,585,000.
- PT Wijaya Karya (Persero) Tbk owns 39.12% or 6,110,596 shares amounting to Rp6,110,596,000.
- PT Jasa Marga (Persero) Tbk owns 8.30% or 1,297,235 shares amounting to Rp1,297,235,000.
- PT Perkebunan Nusantara VIII (Persero) owns 1.21% or 188,625 shares amounting to Rp188,625,000.

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14. Investasi (Lanjutan)

Modal dasar PSBI pada tanggal 31 Desember 2024 berjumlah Rp50.000.000.000 yang terbagi atas 50.000.000 saham dengan nilai nominal Rp1.000 per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 18.317.183 saham atau sebesar Rp18.317.183.000 dengan komposisi sebagai berikut:

- Perusahaan memiliki 58,53% atau sebanyak 10.720.727 saham dengan nilai sebesar Rp10.720.727.000.
- PT Wijaya Karya (Persero) Tbk memiliki 33,36% atau sebanyak 6.110.596 saham dengan nilai sebesar Rp6.110.596.000.
- PT Jasa Marga (Persero) Tbk memiliki 7,08% atau sebanyak 1.297.235 saham dengan nilai sebesar Rp1.297.235.000.
- PT Perkebunan Nusantara VIII (Persero) memiliki 1,03% atau sebanyak 188.625 saham dengan nilai sebesar Rp188.625.000.

Tidak terdapat informasi kuotasi harga publikasian atas nilai wajar investasi di PSBI.

KSO Bumi Kalog

Berdasarkan Perjanjian Kerja Sama Operasi No. 01 tanggal 23 Mei 2013, dari Notaris Yoshsi S.H., M.Kn., KALOG mengadakan perjanjian kerja sama operasi dengan PT Bumi Wijaya Indorail dalam usaha pelayanan logistik di kawasan Stasiun Waru, Stasiun Sungai Lagoa dan Stasiun Kalimas. Komposisi penyertaan pendanaan dan pembagian biaya serta keuntungan (*cost & profit sharing*) masing-masing adalah sebagai berikut:

- 51% untuk KALOG.
- 49% untuk PT Bumi Wijaya Indorail.

kerjasama yang saling menguntungkan di antara Para Pihak, dalam mengelola dan menjalankan usaha pelayanan logistik dan jasa-jasa penunjangnya di: (a) Kawasan Stasiun Sungai Lagoa, seluas Berdasarkan Addendum II Perjanjian Kerja sama Operasi No: 0060.PJ/KALOG

14. Investment (Continued)

The authorized capital of PSBI as of December 31, 2024 amounted to Rp50,000,000,000 consists of 50,000,000 shares with par value of Rp1,000 per share. Total issued and fully paid capital amounted to 18,317,183 shares or equivalent to Rp18,317,183,000 with shares ownership compositions are as follows:

- The Company owns 58.53% or 10,720,727 shares amounting to Rp10,720,727,000.
- PT Wijaya Karya (Persero) Tbk owns 33.36% or 6,110,596 shares amounting to Rp6,110,596,000.
- PT Jasa Marga (Persero) Tbk owns 7.08% or 1,297,235 shares amounting to Rp1,297,235,000.
- PT Perkebunan Nusantara VIII (Persero) owns 1.03% or 188,625 shares amounting to Rp188,625,000.

There is no information of quoted published price on the fair value investment in PSBI.

JV Bumi Kalog

Based on Joint Operation Agreement No. 01, dated May 23, 2013 by Notary Yoshsi S.H., M.Kn., KALOG entered into a joint operation with PT Bumi Wijaya Indorail for a cooperation in logistic activities in Waru Station, Sungai Lagoa Station and Kalimas Station areas. The composition of the participation of funding and sharing costs and benefits (*cost & profit sharing*) is as follows:

- 51% KALOG.
- 49% for PT Bumi Wijaya Indorail.

Agreement No: 0060.PJ/KALOG BUMIKALOG/2016, dated on April 4, 2016, to change the intent and purpose of the Agreement to become mutually beneficial cooperation Based on Addendum II Joint Operation between the Parties, in managing

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14. Investasi (Lanjutan)

BUMIKALOG/2016 tanggal 4 April 2016 untuk mengubah maksud dan tujuan Perjanjian menjadi untuk melakukan 22.000 m²; dan (b) Kawasan Stasiun Kalimas, seluas 39.725,15 m². Komposisi penyertaan pendanaan dan pembagian biaya serta keuntungan masing-masing pada 31 Desember 2024 dan 2023 sebagai berikut:

- 45% untuk KALOG.
- 55% untuk PT Bumi Wijaya Indorail.

KSO B Kalog

Berdasarkan Perjanjian Kerja Sama Operasi No. 3 tanggal 10 Agustus 2012 antara KALOG dengan PT Bintang Laut Platinum dengan Addendum II No. 0079.PJ/ KALOG-BLP/2016, tanggal 28 April 2016 dalam kegiatan usaha pelayanan logistik berbasis angkutan kereta api, komposisi keuntungan (*cost & profit sharing*) pada 31 Desember 2024 dan 2023 masing-masing adalah sebagai berikut:

- 65% untuk KALOG.
- 35% untuk PT Bintang Laut Platinum.

Jangka waktu perjanjian adalah selama kerja sama antara KALOG dengan PT Bintang Laut Platinum berlaku.

KSO PT Mega Dasa Semesta

KAPM menandatangani perjanjian kerja sama dengan PT Mega Dasa Semesta dalam membangun dan mengelola aset yang berada di Waru Sidoarjo.

Berdasarkan nota kesepahaman No.022/DIR.KAPM/PER/OPTWR/XII/2013 dan 019/KS.MDS/XII.2013 tanggal 20 Desember 2013 antara KAPM dengan PT Mega Dasa Semesta tentang perjanjian kerja sama pembangunan, pemasaran dan pengelolaan komplek perkantoran dan pertokoan di Jl. Brigjen Katamso, Waru, Sidoarjo dengan komposisi penyertaan modal dan pembagian keuntungan pada 31 Desember 2024 dan 2023 sebagai berikut:

- 50% untuk KAPM.
- 50% untuk PT Mega Dasa Semesta.

14. Investment (Continued)

logistic service business and its supporting services in: (a) Station Sungai Lagoa, covering an area of 22,000 sqm; and (b) Station Kalimas, covering an area of 39,725.15 sqm. The composition of the participation of funding and sharing costs and benefits on December 31, 2024 and 2023 as follows:

- 45% for KALOG.
- 55% for PT Bumi Wijaya Indorail.

JV B Kalog

Based on Joint Operation Agreement No. 3 dated August 10, 2012 between KALOG and PT Bintang Laut Platinum with Addendum II No. 0079.PJ/KALOG-BLP/2016, dated on April 28, 2016, for the activities of railway-based logistic delivery services, the composition of profits (cost & profit sharing) December 31, 2024 and 2023 is as follows:

- 65% for KALOG.
- 35% for PT Bintang Laut Platinum.

The cooperation is valid in accordance with the agreement between KALOG and PT Bintang Laut Platinum.

JV PT Mega Dasa Semesta

KAPM entered into the cooperation agreement with PT Mega Dasa Semesta to build and manage the assets in of Waru Sidoarjo.

Based on memorandum of understanding No. 022/DIR.KAPM/PER/OPTWR/XII/2013 and 019/KS. MDS/XII/2013 dated December 20, 2013 between KAPM and PT Mega Dasa Semesta about joint operation for development, marketing and management office and shopping block at Jl. Brigjen Katamso, Waru, Sidoarjo with composition of fund deposits and profit sharing on December 31, 2024 and 2023 as follows:

- 50% for KAPM.
- 50% for PT Mega Dasa Semesta.

14. Investasi (Lanjutan)

14. Investment (Continued)

Pada 31 Desember 2023, KAPM melakukan cadangan penurunan nilai investasi sebesar Rp2.160.605. Manajemen berpendapat bahwa cadangan kerugian penurunan nilai investasi cukup untuk menutupi kerugian yang mungkin timbul dari penurunan nilai investasi tersebut.

As of December 31, 2023 KAPM has made a reserve for impairment of investment of Rp2,160,605. Management believes that the allowance for impairment losses on investments is adequate to cover possible losses from the decline in investment value.

b. Investasi Jangka Panjang

b. Long-term Investment

PT Fintek Karya Nusantara

PT Fintek Karya Nusantara

	2024	2023	
Saldo Awal Investasi	35.747.769	24.176.000	Beginning Balance of Investment
Perubahan Nilai Wajar	23.229.718	11.571.769	Fair Value Changes
Saldo Akhir Investasi	58.977.487	35.747.769	Ending Balance of Investment

Informasi tambahan pada tanggal 31 Desember 2024 dan 2023 sehubungan dengan investasi pada PT Fintek Karya Nusantara adalah sebagai berikut:

Additional information as of December 31, 2024 and 2023 related to investment in PT Fintek Karya Nusantara are as follows:

Keterangan	Jenis Usaha/ Type of Business	Persentase Kepemilikan/ Percentage of Ownership 2024 dan 2023/ 2024 and 2023
PT Fintek Karya Nusantara	Penyelenggara jasa sistem pembayaran/ Payment system service providers	1,82%

Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT KAI Persero No. KP.303/X/3/KA-2019 dan No. Yayasan Pusaka 09/RIS-KCI/X/2019 tanggal 24 Oktober 2019 menyatakan persetujuan penyertaan modal KCI kepada PT Fintek Karya Nusantara (Finarya) berupa penyeteroran saham sebesar 2,03% dari modal disetor dan ditempatkan PT Fintek Karya Nusantara atau ekuivalen dengan nilai setoran modal sebesar Rp37.000.000 yang terbagi atas 3.700 lembar saham, masing-masing saham dengan nilai nominal Rp10.000.

Based on Circular Minutes of Shareholder Decree PT KAI Persero No.KP.303/X/3/KA-2019 and No. Pusaka Foundation 09/RIS-KCI/X/2019 dated October 24, 2019 stated agreement for the capital investment KCI to PT Fintek Karya Nusantara (Finarya) in the form of a 2.03% share of paid-in capital and placed by PT Fintek Karya Nusantara or equivalent to a capital deposit of Rp37,000,000 which is divided into 3,700 shares, each with a par value of Rp10,000.

Berdasarkan Akta Finarya No. 53 tanggal 8 November 2022 persentase kepemilikan Perusahaan pada Finarya menjadi sebesar 1,82% dari modal disetor dan ditempatkan Finarya.

Based on the deed of Finarya No. 53 dated November 8, 2022 the percentage of the Company's ownership in Finarya is 1.82% of the paid up and issued capital of Finarya.

Berdasarkan valuasi kembali dari Laporan Kantor Jasa Penilai Publik (KJPP) Nirboyo Adiputro, Dewi Apriyanti dan Rekan; Tobing Karim Rivai dan Rekan, Pada tanggal 31 Desember 2024 dan 2023, nilai wajar investasi KCI pada Finarya adalah sebesar Rp58.977.487 dan Rp35.747.769.

Based on the re-valuation of the Public Appraisal Service Office Report (KJPP), Nirboyo Adiputro, Dewi Apriyanti and Partners; Tobing Karim Rivai and Partner as of December 31, 2024 and 2023, the fair value of KCI's investment in Finarya amounted to Rp58,977,487 and Rp35,747,769.

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15. Aset Tetap

15. Fixed Assets

2024						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						Acquisition Cost
Sarana:						Rolling Stock:
Lokomotif	9.443.910.756	--	--	--	9.443.910.756	Locomotive
Kereta	14.380.671.999	2.092.698.899	--	18.786.000	16.492.156.898	Trains
Gerbong	4.396.179.136	--	--	--	4.396.179.136	Wagons
Prasarana:						Infrastructures:
Tanah	166.911.132	--	--	(2.778.119)	164.133.013	Land
Bangunan	2.750.982.870	350.817.221	--	61.907.304	3.163.707.395	Buildings
Prasarana dan Instalasi	1.499.450.585	27.132.436	--	121.220.420	1.647.803.441	Infrastructures and Installations
Fasilitas:						Facilities:
Mesin dan Peralatan	2.934.860.627	184.997.910	--	24.678.171	3.144.536.708	Machinery and Equipments
Kendaraan	94.683.369	22.416.330	--	5.417.869	122.517.568	Vehicles
Inventaris	173.179.844	5.915.698	--	3.236.815	182.332.357	Supplies
Aset dalam Pembangunan	1.637.067.007	1.877.193.056	--	(239.686.438)	3.274.573.625	Assets Under Construction
Jumlah	37.477.897.325	4.561.171.550	--	(7.217.978)	42.031.850.897	Total
Akumulasi Penyusutan						Accumulated Depreciation
Sarana:						Rolling Stock:
Lokomotif	3.325.399.541	335.536.966	--	--	3.660.936.507	Locomotive
Kereta	3.328.406.706	531.885.852	--	--	3.860.292.558	Trains
Gerbong	1.372.481.585	144.903.956	--	--	1.517.385.541	Wagons
Prasarana:						Infrastructures:
Bangunan	650.689.696	122.452.580	--	(6.239.143)	766.903.133	Buildings
Prasarana dan Instalasi	662.593.538	104.218.141	--	--	766.811.679	Infrastructures and Installations
Fasilitas:						Facilities:
Mesin dan Peralatan	1.334.730.220	279.687.272	--	--	1.614.417.492	Machinery and Equipments
Kendaraan	59.103.804	11.408.956	--	--	70.512.760	Vehicles
Inventaris	143.488.824	10.102.914	--	--	153.591.738	Supplies
Jumlah	10.876.893.914	1.540.196.637	--	(6.239.143)	12.410.851.408	Total
Penurunan Nilai Aset Tetap						Fixed Assets Impairment
Sarana:						Rolling Stock:
Lokomotif	159.487.043	17.375.151	(41.410.119)	--	135.452.075	Locomotive
Kereta	48.464.088	9.508.617	--	--	57.972.705	Trains
KRD	11.090.000	--	--	--	11.090.000	KRD
Gerbong	11.331.276	--	--	--	11.331.276	Wagons
Jumlah	230.372.407	26.883.768	(41.410.119)	--	215.846.056	Total
Nilai Tercatat	26.370.631.004				29.405.153.433	Carrying Amount

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15. Aset Tetap (Lanjutan)

15. Fixed Assets (Continued)

2023						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						Acquisition Cost
Sarana:						Rolling Stock:
Lokomotif	9.443.910.756	--	--	--	9.443.910.756	Locomotive
Kereta	9.278.367.313	1.021.902.779	--	4.080.401.907	14.380.671.999	Trains
Gerbong	4.400.467.290	--	--	(4.288.154)	4.396.179.136	Wagons
Prasarana:						Infrastructures:
Tanah	135.630.829	35.682.701	--	(4.402.398)	166.911.132	Land
Bangunan	2.513.361.125	268.615.872	--	(30.994.127)	2.750.982.870	Buildings
Prasarana dan Instalasi	1.358.156.655	142.102.140	--	(808.210)	1.499.450.585	Infrastructures and Installations
Fasilitas:						Facilities:
Mesin dan Peralatan	2.406.317.362	510.299.590	--	18.243.675	2.934.860.627	Machinery and Equipments
Kendaraan	69.741.506	7.220.030	--	17.721.833	94.683.369	Vehicles
Inventaris	169.834.925	2.275.354	--	1.069.565	173.179.844	Supplies
Aset dalam Pembangunan	3.923.275.870	1.474.228.828	--	(3.760.437.691)	1.637.067.007	Assets Under Construction
Jumlah	33.699.063.631	3.462.327.294	--	316.506.400	37.477.897.325	Total
Akumulasi Penyusutan						Accumulated Depreciation
Sarana:						Rolling Stock:
Lokomotif	3.032.381.316	293.018.225	--	--	3.325.399.541	Locomotive
Kereta	2.940.140.087	388.266.619	--	--	3.328.406.706	Trains
Gerbong	1.231.454.767	144.971.806	--	(3.944.988)	1.372.481.585	Wagons
Prasarana:						Infrastructures:
Bangunan	562.016.515	110.282.255	--	(21.609.074)	650.689.696	Buildings
Prasarana dan Instalasi	578.493.084	84.809.241	--	(708.787)	662.593.538	Infrastructures and Installations
Fasilitas:						Facilities:
Mesin dan Peralatan	1.097.209.371	237.520.849	--	--	1.334.730.220	Machinery and Equipments
Kendaraan	51.300.066	7.803.738	--	--	59.103.804	Vehicles
Inventaris	130.057.831	13.430.993	--	--	143.488.824	Supplies
Jumlah	9.623.053.037	1.280.103.726	--	(26.262.849)	10.876.893.914	Total
Penurunan Nilai Aset Tetap						Fixed Assets Impairment
Sarana:						Rolling Stock:
Lokomotif	139.986.421	19.500.622	--	--	159.487.043	Locomotive
Kereta	--	48.464.088	--	--	48.464.088	Trains
KRD	--	11.090.000	--	--	11.090.000	KRD
Gerbong	11.331.276	--	--	--	11.331.276	Wagons
Jumlah	151.317.697	79.054.710	--	--	230.372.407	Total
Nilai Tercatat	23.924.692.897				26.370.631.004	Carrying Amount

Pada 31 Desember 2024 dan 2023, penurunan nilai pada Aset Tetap dikarenakan beberapa aset tetap sarana mengalami kerusakan akibat adanya Kecelakaan Kereta Api beberapa sarana lainnya tidak dalam kondisi siap operasi sehingga nilai perolehannya harus diturunkan.

December 31, 2024 and 2023, impairment of Fixed Assets was due to several fixed assets of rolling stock being damaged due to a Train Accident as of several other rolling stock not in a ready to operate condition so that their acquisition value had to be impaired.

15. Aset Tetap (Lanjutan)

15. Fixed Assets (Continued)

Pada 31 Desember 2024 dan 2023, Grup melakukan reklasifikasi aset sebagai berikut (Catatan 15, 16, 17, 18 dan 20):

On December 31, 2024 and 2023, the Group reclassified assets are as follows (Notes 15, 16, 17, 18 and 20):

2024							
	Saldo Sebelum Reklasifikasi/ Before Reclassification	Reklasifikasi/ Reclassification	Saldo Setelah Reklasifikasi/ Balance After Reclassification				
Biaya Perolehan:				Acquisition Cost:			
Aset Tetap	37.477.897.325	(7.217.978)	37.470.679.347	Fixed Asset			
Properti Investasi	335.407.487	7.217.978	342.625.465	Investment Properties			
Sub Jumlah	37.813.304.812	--	37.813.304.812	Sub Total			
Akumulasi penyusutan:				Accumulated Depreciation:			
Aset Tetap	10.876.893.914	(6.239.143)	10.870.654.771	Fixed Assets			
Properti Investasi	88.501.818	6.239.143	94.740.961	Investment Properties			
Sub Jumlah	10.965.395.732	--	10.965.395.732	Sub Total			
Nilai Tercatat	26.847.909.080		26.847.909.080	Carrying Amount			

2023							
	Saldo Sebelum Reklasifikasi/ Before Reclassification	Reklasifikasi/ Reclassification	Saldo Setelah Reklasifikasi/ Balance After Reclassification				
Biaya Perolehan:				Acquisition Cost:			
Aset Tetap	33.699.063.631	316.506.400	34.015.570.031	Fixed Asset			
Properti Investasi	186.960.302	110.545.623	297.505.925	Investment Properties			
Hak Pengoperasian Aset Prasarana	24.805.063.930	(433.711.651)	24.371.352.279	Infrastructure Assets			
Aset Tak Berwujud	743.325.986	2.324.039	745.650.025	Operating Rights			
Aset Lain-lain	--	4.335.589	4.335.589	Intangible Assets			
Sub Jumlah	59.434.413.849	--	59.434.413.849	Other Assets			
				Sub Total			
Akumulasi penyusutan:				Accumulated Depreciation:			
Aset Tetap	9.623.053.037	(26.262.849)	9.596.790.188	Fixed Assets			
Properti Investasi	60.874.747	22.317.861	83.192.608	Investment Properties			
Aset Lain-lain	--	3.944.988	3.944.988	Other Assets			
Sub Jumlah	9.683.927.784	--	9.683.927.784	Sub Total			
Nilai Tercatat	49.750.486.065		49.750.486.065	Carrying Amount			

Aset tetap tersebut di atas merupakan aset tetap pemilikan langsung Grup.

Those fixed assets above represents the Group direct acquisition fixed assets.

Pada 31 Desember 2024 dan 2023, Perusahaan memiliki aset tanah yang telah bersertifikat seluas masing-masing 157.501.533 m² dan 144.515.069 m². Bentuk sertifikat tersebut berupa Hak Guna Bangunan, Hak Pakai dan Hak Pengelolaan dengan jangka waktu pemakaian berakhir antara tahun 2025 sampai dengan 2054. Manajemen berkeyakinan bahwa hak atas tanah tersebut dapat diperpanjang.

On December 31, 2024 and 2023, The Company has certified land assets of 157,501,533 sqm and 144,515,069 sqm. The certificates consist of Right of use of Structure, Right of Use and Right of Management with the term of usage ended between 2025 up to 2054. Management believes the land rights are able to be extended.

Terdapat aset tetap dijadikan sebagai jaminan atas fasilitas pinjaman (Catatan 28).

Some fixed assets are used as collateral for loans (Note 28).

Penyusutan sebesar Rp1.540.196.637 dan Rp1.280.103.726 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dibebankan pada akun beban angkutan dan usaha lainnya dan beban usaha.

Depreciation amounted to Rp1,540,196,637 and Rp1,280,103,726 for years ended December 31, 2024 and 2023, are charged to transportation and other business expenses and operating expenses.

15. Aset Tetap (Lanjutan)

Biaya perolehan bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan sebesar Rp1.745.704.576 dan Rp1.642.187.542 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023.

Perusahaan mengasuransikan aset sarana pada PT Asuransi Wahana Tata untuk periode 3 tahun mulai 30 Oktober 2022 sampai dengan 30 Oktober 2025, dengan kondisi semua risiko seperti gempa bumi, terorisme dan sabotase dengan nilai pertanggungan sebagai berikut:

1. Polis semua risiko properti, pada saat operasi adalah 10% dari kerugian atau minimal USD35.000 (nilai penuh) setiap kerugian. Pada saat di Depo atau Balai Yasa adalah 10% dari kerugian, atau minimal USD350.000 (nilai penuh) setiap mengalami kerugian.
2. Polis gempa bumi, pada saat operasi adalah 10% dari kerugian atau minimal USD35.000 (nilai penuh) setiap kerugian. Pada saat di Depo atau Balai Yasa adalah 10% dari kerugian, atau minimal USD350.000 (nilai penuh) setiap mengalami kerugian.
3. Polis terorisme dan sabotase sebesar USD250.000 (nilai penuh) setiap mengalami kerugian.

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungan.

Pada tanggal 31 Desember 2024 dan 2023, aset dalam pembangunan terdiri dari:

15. Fixed Assets (Continued)

The acquisition costs of fixed assets which have been fully depreciated and are still in use amounted to Rp1,745,704,576 and Rp1,642,187,542 for the years ended December 31, 2024 and 2023.

The Company has insured rolling stock assets to PT Asuransi Wahana Tata for 3 years started from October 30, 2022 until October 30, 2025 for all risks such as earthquake, terrorism and sabotage with the coverages are as follows:

1. All property risks insurance, while in operation is 10% of loss, at minimum USD35,000 (full amount) each loss. While in Depo or Workshop is 10% of loss, or at minimum USD350,000 (full amount) each loss.
2. Earthquake insurance, while in operation 10% of loss, minimum USD35,000 (full amount) each loss. While in Depo or Workshop 10% of loss, or at minimum USD350,000 (full amount) each loss.
3. Terrorism and sabotage insurance of USD250,000 (full amount) each loss.

Management believes that the insurance coverages are adequate to cover possible losses over the insured assets.

As of December 31, 2024 and 2023, assets under construction consist of:

2024					
Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion		
Sarana	1.319.528.267	4.789.530.118	27,55	2025	Rolling Stock Infrastructure Facilities
Prasarana	1.539.759.550	1.693.959.244	90,90	2025	
Fasilitas	415.285.808	421.399.552	98,55	2025	
Jumlah	3.274.573.625	6.904.888.914			Total
2023					
Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion		
Sarana	161.105.445	250.513.645	64,31	2024	Rolling Stock Infrastructure Facilities
Prasarana	1.388.797.147	1.646.569.560	84,34	2024	
Fasilitas	87.164.415	97.417.044	89,48	2024	
Jumlah	1.637.067.007	1.994.500.249			Total

15. Aset Tetap (Lanjutan)

Proyek prasarana merupakan proyek pengembangan prasarana perkeretaapian sehubungan dengan pengembangan bangunan dan aktivitas-aktivitas pekerjaan penunjang lainnya seperti pekerjaan conveyor, infrastruktur pekerjaan e-ticketing dan pengembangan emplasemen stasiun.

15. Fixed Assets (Continued)

Infrastructure project is a railway infrastructure development project related to the development of buildings and other supporting work activities such as conveyor work, e-ticketing work infrastructure and station emplacement development.

16. Properti Investasi

16. Investment Properties

2024						
	Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo Akhir/ <i>Ending Balance</i>	
Biaya Perolehan						Acquisition Cost
Tanah	12.633.938	--	--	2.778.119	15.412.057	Land
Bangunan	322.773.549	77.622.250	--	4.439.859	404.835.658	Buildings
Jumlah	335.407.487	77.622.250	--	7.217.978	420.247.715	Total
Akumulasi						Depreciation
Penyusutan						accumulated:
Bangunan	88.501.818	4.441.620	--	6.239.143	99.182.581	Buildings
Jumlah	88.501.818	4.441.620	--	6.239.143	99.182.581	Total
Nilai Tercatat	246.905.669				321.065.134	Carrying Amount

2023						
	Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo Akhir/ <i>Ending Balance</i>	
Biaya Perolehan						Acquisition Cost
Tanah	8.278.976	--	--	4.354.962	12.633.938	Land
Bangunan	178.681.326	37.901.562	--	106.190.661	322.773.549	Buildings
Jumlah	186.960.302	37.901.562	--	110.545.623	335.407.487	Total
Akumulasi						Depreciation
Penyusutan						accumulated:
Bangunan	60.874.747	5.309.210	--	22.317.861	88.501.818	Buildings
Jumlah	60.874.747	5.309.210	--	22.317.861	88.501.818	Total
Nilai Tercatat	126.085.555				246.905.669	Carrying Amount

Dasar pengklasifikasian properti investasi atas tanah dan bangunan adalah luas tanah dan bangunan pada aset tetap yang disewakan kepada pihak ketiga.

Investment properties of land and buildings are classified based on the amount of land and buildings leased to third parties.

Pada 31 Desember 2024 dan 2023, Grup melakukan reklasifikasi atas aset tetap yang disewakan ke dalam aset properti investasi (Catatan 15).

As of December 31, 2024 and 2023, the Group reclassifies the rental fixed assets into investment properties (Note 15).

Penyusutan sebesar Rp4.441.620 dan Rp5.309.210 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dibebankan pada akun beban operasi tidak langsung.

Depreciation amounted to Rp4,441,620 and Rp5,309,210 for the years ended December 31, 2024 and 2023, respectively, harged to indirect operating expenses account.

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16. Properti Investasi (Lanjutan)

Pendapatan atas optimalisasi aset masing-masing sebesar Rp658.136.324 dan Rp649.662.475 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (Catatan 39).

Beban atas optimalisasi aset masing-masing sebesar Rp641.754.220 dan Rp511.938.878 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (Catatan 40).

Properti investasi Grup terdiri atas aset yang berupa tanah dan bangunan. Bagian yang dipergunakan untuk kegiatan operasional dicatat sebagai Aset Tetap, sedangkan bagian yang disewakan kepada pihak berelasi dan pihak ketiga dicatat sebagai properti investasi.

Pada tanggal 31 Desember 2024 dan 2023 Grup tidak memiliki kewajiban kontraktual atas perbaikan dan perawatan di masa depan.

Nilai wajar properti investasi pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp1.985.557.490 dan Rp1.571.944.551.

16. Investment Properties (Continued)

Income generated from optimization of assets amounted Rp658,136,324 and Rp649,662,475 for the years ended December 31, 2024 and 2023, respectively (Note 39).

Expenses generated from optimization of assets amounted to Rp641,754,220 and Rp511,938,878 for the years ended December 31, 2024 and 2023, respectively (Note 40).

The Group investment properties consist of assets in the form of land and buildings. The portion used for operational activities is recorded as Fixed Assets, while the portion that is leased to related parties and third parties is recorded as investment property.

As of December 31, 2024 and 2023 the Group had no contractual obligations for future repairs and maintenance.

The fair value of investment properties as of December 31, 2024 and 2023 amounted to Rp1,985,557,490 and Rp1,571,944,551, respectively.

17. Hak Pengoperasian Aset Prasarana

17. Infrastructure Assets Operating Rights

	2024				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan					Acquisition Cost
Hak Pengoperasian					Infrastructure Assets
Aset Prasarana -					Operating Rights -
Konsesi	28.335.361.035	--	89.294.401	28.424.655.436	Concession
Non-Konsesi	2.356.946.553	--	--	2.356.946.553	Non-Concession
Pekerjaan dalam					Construction in
Proses Konstruksi -					Progress -
Konsesi	381.997.205	181.807.049	(89.294.401)	474.509.853	Concession
Non-Konsesi	1.051.876.253	484.254.969	--	1.536.131.222	Non-Concession
Jumlah	32.126.181.046	666.062.018	--	32.792.243.064	Total
Akumulasi					Accumulated
Penyusutan					Depreciation
Hak Pengoperasian					Infrastructure Assets
Aset Prasarana -					Operating Rights -
Konsesi	638.691.032	602.127.917	--	1.240.818.949	Concession
Non-Konsesi	789.814.350	112.601.440	--	902.415.790	Non-Concession
Jumlah	1.428.505.382	714.729.357	--	2.143.234.739	Total
Nilai Tercatat	30.697.675.664			30.649.008.325	Carrying Amount

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**17. Hak Pengoperasian Aset Prasarana 17. Infrastructure Assets Operating Rights
(Lanjutan) (Continued)**

	2023				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan					Acquisition Cost
Hak Pengoperasian					Infrastructure Assets
Aset Prasarana -					Operating Rights -
Konsesi	2.414.560.954	--	25.920.800.081	28.335.361.035	Concession
Non-Konsesi	2.061.358.529	--	295.588.024	2.356.946.553	Non-Concession
Pekerjaan dalam					Construction in
Proses Konstruksi -					Progress -
Konsesi	19.041.688.791	7.342.248.533	(26.001.940.119)	381.997.205	Concession
Non-Konsesi	1.287.455.656	412.580.234	(648.159.637)	1.051.876.253	Non-Concession
Jumlah	24.805.063.930	7.754.828.767	(433.711.651)	32.126.181.046	Total
Akumulasi					Accumulated
Penyusutan					Depreciation
Hak Pengoperasian					Infrastructure Assets
Aset Prasarana -					Operating Rights -
Konsesi	384.554.965	254.136.067	--	638.691.032	Concession
Non-Konsesi	683.564.949	106.249.401	--	789.814.350	Non-Concession
Jumlah	1.068.119.914	360.385.468	--	1.428.505.382	Total
Nilai Tercatat	23.736.944.016			30.697.675.664	Carrying Amount

Amortisasi sebesar Rp714.729.357 dan Rp360.385.468 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dibebankan pada akun beban operasi tidak langsung.

Amortization amounted Rp714,729,357 and Rp360,385,468 for the years ended on December 31, 2024 and 2023, charged as indirect operating expenses.

Perusahaan mempunyai 5 (lima) hak pengoperasian aset prasarana yaitu:

The Company has 5 (five) infrastructure assets operating rights, as follow:

	2024	2023	
Nilai Tercatat Hak Pengoperasian			Carrying Amount of Infrastructure Assets
Aset Prasarana			Operating Rights
Hak Pengoperasian Aset Prasarana -			Infrastructure Assets Operating Rights -
Konsesi			Service Concession
Kereta Api Bandara Soekarno - Hatta	1.867.344.524	1.938.675.256	Airport Railway Soekarno - Hatta
Proyek LRT Jabodebek	25.438.430.203	25.777.420.339	LRT Jabodebek Project
Proyek Reaktivasi Cibatu-Garut	352.571.613	352.571.613	Reactivation Cibatu-Garut Project
Sub Jumlah	27.658.346.340	28.068.667.208	Sub Total
Hak Pengoperasian Aset Prasarana -			Infrastructure Assets Operating Rights -
Non-Konsesi			Non-Service Concession
Jalur Ganda Sumatra Selatan	2.978.511.491	2.605.375.913	Double Track South Sumatra
Jalur KA Araskabu-Bandar Udara Kualanamu	12.150.494	13.632.543	Araskabu-Bandar Udara Kualanamu's Track
Sub Jumlah	2.990.661.985	2.619.008.456	Sub Total
Jumlah	30.649.008.325	30.687.675.664	Total

KA Bandara Soekarno-Hatta

Berdasarkan Peraturan Presiden Republik Indonesia No. 83 tahun 2011, Pemerintah menugaskan Perusahaan untuk menyelenggarakan prasarana dan sarana perkeretaapian Bandar Udara Soekarno-Hatta via Tangerang serta prasarana dan sarana perkeretaapian Jalur Lingkar Jakarta-Bogor-Depok-Tangerang-Bekasi (Jabodetabek). Perusahaan memiliki hak konsesi atas penyelenggaraan prasarana perkeretaapian Bandar Udara Soekarno-Hatta selama 30 tahun terhitung sejak tanggal pengoperasian yaitu tanggal 14 Desember 2017.

Soekarno-Hatta Airport Train

Based on Presidential Regulation of Republic of Indonesia No. 83 in 2011, the Government assigned the Company to operate the rolling stock and railway infrastructure of Soekarno-Hatta Airport via Tangerang and also the rolling stock and railway infrastructure of Jakarta - Bogor - Depok - Tangerang - Bekasi (Jabodetabek) Circular Line. The Company has concession right to operate the railway infrastructure of Soekarno-Hatta Airport for 30 years since the date of operation date on December 14, 2017.

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**17. Hak Pengoperasian Aset Prasarana
(Lanjutan)**

Pada tanggal 10 Juli 2014, Perusahaan selaku pemegang hak penyelenggara prasarana perkeretaapian umum Bandara Soekarno-Hatta melalui kota Tangerang, telah menandatangani Perjanjian dengan DJKA dengan Nomor HK.201/A.263/DJKA/7/14 dan HK.222/VII/2/KA-2014 dengan masa penyelenggaraan konsesi selama 30 tahun, masa konsesi sebagaimana dimaksud akan ditinjau kembali oleh instansi yang berwenang setelah ditetapkan tarif dan telah diketahui biaya pengoperasian dan perawatan prasarana dan sarana perkeretaapian bandara.

Tarif tiket ditetapkan oleh Perusahaan berdasarkan pedoman perhitungan dan penetapan tarif angkutan orang dengan kereta api yang ditetapkan oleh Menteri Perhubungan dan berlaku untuk penyelenggaraan KA Bandara.

Kereta Api Ringan (LRT) Jabodebek

Berdasarkan Peraturan Presiden No. 98 Tahun 2015 tentang Percepatan Penyelenggaraan Kereta Api Ringan/Light Rail Transit Terintegrasi di Wilayah Jakarta, Bogor, Depok, dan Bekasi yang telah mengalami beberapa kali perubahan, terakhir pada tanggal 3 Mei 2017, Pemerintah menerbitkan Peraturan Presiden No. 49 Tahun 2017. Dalam Peraturan yang terakhir ini, Pemerintah menugaskan Perusahaan untuk melakukan pengadaan sarana, penyelenggaraan pengoperasian sarana dan prasarana, perawatan sarana dan prasarana, serta pengusahaan sarana dan prasarana termasuk pendanaan pembangunan prasarana kereta api ringan terintegrasi.

Pada tanggal 19 Desember 2017, Perusahaan selaku pemegang hak penyelenggara prasarana kereta api ringan atau *Light Rail Transit* (LRT), telah menandatangani perjanjian dengan DJKA untuk menyediakan jasa pembangunan, pengoperasian dan pemeliharaan infrastruktur Lintas Rel Terpadu Jakarta-Bogor-Depok-Bekasi (Jabodebek) dengan Nomor HK.201/A.566/DJKA/12/17 dan KL.705/XII/10/KA-2017 dengan masa penyelenggaraan konsesi selama 50 tahun berlaku efektif sejak diterimanya Berita Acara Tanggal Operasi (BATO) pada 28 Agustus 2023.

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**17. Infrastructure Assets Operating Rights
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On July 10, 2014, the Company as the right holder of infrastructure operating for Soekarno-Hatta Airport railways via Tangerang, had signed an agreement with DJKA referred to Agreement No. HK.201/A.263/DJKA/7/14 and HK.222/VII/2/KA-2014 with period of concession operating for 30 years, which will be reviewed by related institution after ticket fare and operating and maintenance cost of rolling stock and infrastructure have been determined.

Ticket fare is determined by the Company according to guidance of calculation and determination of passenger transportation fare which is regulated by Minister of Transportation and applicable for Airport Railways project.

Light Rail Transit (LRT) Jabodebek

Based on Presidential Regulation No. 98 of 2015 regarding Acceleration of Integrated Light Rail Transit Operation in Jakarta, Bogor, Depok, and Bekasi Areas that has been amended several times, most recently on May 3, 2017, by Presidential Regulation No. 49 of 2017. In this amendment, the Government assigned the Company to perform procurement, operation of facilities and infrastructure, maintenance of rolling stock facilities and infrastructure, and commercialization of facilities and infrastructure including to raise funding of the construction of infrastructure for the integrated light rail transit.

On December 19, 2017, the Company as the right holder of Light Rail Transit (LRT) infrastructure management, had signed an agreement with DJKA to provide services of development, operating and maintenance of light rail transit infrastructure Jakarta-Bogor-Depok-Bekasi (Jabodebek) route referred to Agreement No. HK.201/A.566/DJKA/12/17 and KL.705/XII/10/KA-2017 with a concession period of 50 years effective from the receipt of the minutes of operation date (BATO) on August 28, 2023.

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**17. Hak Pengoperasian Aset Prasarana
(Lanjutan)**

Terdapat empat jenis yang wajib dibangun, dioperasikan dan dipelihara Perusahaan terkait dengan proyek LRT Jabodebek yaitu prasarana, fasilitas perawatan prasarana, sarana dan fasilitas perawatan sarana. Pembangunan prasarana dan Dipo oleh PT Adhi Karya (Persero) Tbk selaku kontraktor yang ditugaskan berdasarkan Perpres LRT.

Tarif tiket ditetapkan oleh Perusahaan berdasarkan pedoman perhitungan dan penetapan tarif angkutan orang dengan kereta api yang ditetapkan oleh Menteri Perhubungan dan berlaku untuk penyelenggaraan KA.

Berdasarkan Berita Acara Tanggal Operasi No. BA-DJKA 6 Tahun 2023 tanggal 28 Agustus 2023, tanggal operasi LRT Jabodebek dimulai sejak tanggal 28 Agustus 2023.

Reaktivasi Cibu-Garut

Berdasarkan perjanjian konsesi dengan DJKA Nomor HK.201/1/25/DJKA/2023 dan Nomor KL.705/IX/27/KA-2023 tanggal 29 September 2023 tentang Penyelenggaraan Prasarana Perkeretaapian Umum pada Lintas Pelayanan Stasiun Cibu sampai dengan Stasiun Garut bahwa Perusahaan mendapatkan hak penyelenggaraan melalui Keputusan Menteri Perhubungan Nomor KM 50 tahun 2020 yang memberikan penugasan kepada Perusahaan untuk melaksanakan penyelenggaraan prasarana perkeretaapian umum pada lintas pelayanan Stasiun Cibu sampai dengan Stasiun Garut.

Hak penyelenggaraan meliputi pembangunan, pengoperasian, perawatan dan pengusahaan prasarana perkeretaapian umum. Masa penyelenggaraan diberikan untuk jangka waktu 45 (empat puluh lima) tahun sejak tanggal operasi yang dibuktikan dengan ditandatanganinya Berita Acara Tanggal Operasi (BATO). Setelah berakhirnya jangka waktu perjanjian, aset prasarana akan diserahkan kepada Pemerintah. Sampai dengan tanggal laporan keuangan diterbitkan, BATO dari Kementerian Perhubungan belum terbit.

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**17. Infrastructure Assets Operating Rights
(Continued)**

Four components related to the project of LRT Jabodebek which were required to be developed, operated, and maintained by the Company are infrastructure, infrastructure maintenance facility, rolling stock, and rolling stock maintenance facility. Development of infrastructure and dipo is conducted by PT Adhi Karya (Persero) Tbk as the assigned contractor according to Presidential Regulation regarding LRT.

Ticket fare is determined by the Company according to guidance of calculation and determination of passenger transportation fare which is regulated by Minister of Transportation and applicable for Railways project.

Based on the Minutes of Operation Date No. BA-DJKA 6 Year 2023 dated August 28, 2023, the Jabodebek LRT operation date starts from August 28, 2023.

Reactivity Cibu-Garut

Based on the concession agreement with the DJKA Number HK.201/1/25/DJKA/2023 and Number KL.705/IX/27/KA-2023 dated September 29, 2023 concerning the Implementation of Public Railway Infrastructure on the Cibu Station to Garut Station Service Line, the Company obtained the right of operation through the Decree of the Minister of Transportation Number KM 50 of 2020, which assigns the Company to carry out the implementation of public railway infrastructure on the Cibu Station to Garut Station service line.

Implementation rights include the construction, operation, maintenance, and exploitation of public railroad infrastructure. The organizing period is given for a period of 45 (forty-five) years from the date of operation, as evidenced by the signing of Minutes of Operation Date (BATO). After the expiration of the agreement period, the infrastructure assets will be handed over to the government. Until this report is published, BATO from the Ministry of Transportation have not yet been published.

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**17. Hak Pengoperasian Aset Prasarana
(Lanjutan)**

Sumatera Selatan dan Kualanamu

Sesuai Keputusan Menteri Perhubungan No. HK.601/SK.29/DJKA/9/2012 Tahun 2012, bahwa Perusahaan diberi kewenangan untuk membangun prasarana perkeretaapian di wilayah Sumatera Selatan, dan sesuai Surat Pernyataan dari Direktur Utama Perusahaan No. 001/VII/11/KA-2012 tanggal 31 Juli 2012 bahwa setelah pembangunan, aset prasarana tersebut akan diserahkan kepada Pemerintah sehingga menjadi Barang Milik Negara (BMN). Selain itu sesuai Keputusan Menteri Perhubungan No. KP.123 Tahun 2013, bahwa Perusahaan diberi kewenangan untuk membangun prasarana perkeretaapian umum untuk jalur kereta api umum dari Stasiun Araskabu ke Bandar Udara Internasional Kualanamu Sumatera Utara dan sesuai Surat Pernyataan dari Direktur Utama Perusahaan No. HK.237/VII/5/KA-2013 tanggal 10 Juli 2013 bahwa setelah pembangunan tersebut selesai, aset prasarana akan diserahkan kepada Pemerintah.

Berdasarkan UU No. 23/2007 tentang Perkeretaapian, Perusahaan diberi kewenangan (hak) untuk mengoperasikan aset prasarana, maka atas pengeluaran untuk pembangunan prasarana perkeretaapian di wilayah Sumatera bagian utara dan selatan, telah dicatat oleh Perusahaan sebagai hak pengoperasian aset prasarana.

Hak pengoperasian aset prasarana di wilayah Sumatera bagian utara dan selatan diamortisasi selama 20 tahun setelah Berita Acara Serah Terima (BAST) diterima atau sesuai dengan kontrak yang berlaku. Masa umur hak pengoperasian ini ditentukan berdasarkan asumsi manajemen merujuk pada ketentuan perpajakan. Jalur Sumatera bagian utara dan selatan tersebut telah beroperasi masing-masing pada tanggal 23 Juli 2013 dan 28 Januari 2015.

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**17. Infrastructure Assets Operating Rights
(Continued)**

South Sumatera and Kualanamu

According to Decree of Minister of Transportations No. HK.601/SK.29/DJKA/9/2012 Year 2012, the Company is authorized to build railway infrastructure in South Sumatera, and according to Statement of the Company's President Directors No. 001/VII/11/KA-2012 dated July 31, 2012 that after the construction, the infrastructure assets will be transferred or assigned to the Government as the State Property (BMN). In addition, according to Decree of Minister of Transportations No. KP.123 Year 2013, the Company is authorized to build railway infrastructure for public railway from Araskabu Station to Kualanamu International Airport in North Sumatera, and according to Statement of the Company's President Directors No. HK.237/VII/5/KA-2013 dated July 10, 2013 that after the construction, is the complete the infrastructure asset will be handed over to the government.

Based on Law No. 23/2007 regarding Railways, the Company is given authorization (right) to operate infrastructure assets, therefore the expenditure for the construction of railway infrastructure in north and south of Sumatera regions, have been recorded by the Company as infrastructure assets operating rights.

Infrastructure assets operating rights in north and south of Sumatera regions are amortized within 20 years since the receipt of Minutes of Hand Over (BAST) or in accordance with the prevailing contract. The period of the right to operate is determined based on management assumptions referred to tax provisions. The northern and southern Sumatera tracks were operated on July 23, 2013 and January 28, 2015, respectively.

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17. Hak Pengoperasian Aset Prasarana (Lanjutan) **17. Infrastructure Assets Operating Rights (Continued)**

Pada tanggal 31 Desember 2024 dan 2023, pekerjaan dalam proses konstruksi terdiri dari: As of December 31, 2024 and 2023, construction in progress consists of:

2024					
	Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion	
Hak Pengoperasian Aset Prasarana					Infrastructure Asset Operating Rights
Proyek LRT Jabodebek	121.938.239	28.378.514.132	99,62%	2025	LRT Jabodebek Project
Pembangunan Jalur Ganda - Sumatra Selatan	1.536.131.222	1.902.374.199	80,75%	2025	Double Track Construction South Sumatra
Reaktivasi Cibatu-Garut	352.571.614	352.628.113	99,98%	2025	Reactivation Cibatu-Garut
Jumlah	2.010.641.075	30.633.516.444			Total
2023					
	Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion	
Hak Pengoperasian Aset Prasarana					Infrastructure Asset Operating Rights
Proyek LRT Jabodebek	29.425.590	28.378.514.132	99,62%	2024	LRT Jabodebek Project
Pembangunan Jalur Ganda - Sumatra Selatan	1.051.876.253	1.572.772.839	66,88%	2024	Double Track Construction South Sumatra
Reaktivasi Cibatu-Garut	352.571.615	352.628.113	99,98%	2024	Reactivation Cibatu-Garut
Jumlah	1.433.873.458	30.303.915.084			Total

Nilai beban pinjaman yang dikapitalisasi masing-masing sebesar nihil dan Rp216.399.470 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023. Capitalized interest expense amounted to null and Rp216,399,470 for the years ended on December 31, 2024 and 2023, respectively.

18. Aset Takberwujud **18. Intangible Assets**

2024					
	Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo Akhir/ <i>Ending Balance</i>	
Biaya Perolehan				Acquisition Cost	
Sertifikat Tanah	527.129.548	--	281.606.982	808.736.530	Land Certificate
Piranti Lunak	313.206.795	--	128.991.368	442.198.163	Software
Aset dalam Penyelesaian	100.969.676	379.660.588	(410.598.350)	70.031.914	Construction in Progress
Jumlah	941.306.019	379.660.588	--	1.320.966.607	Total
Akumulasi penyusutan				Accumulated Depreciation	
Sertifikat tanah	103.509.865	26.900.610	--	130.410.475	Land Certificate
Piranti lunak	261.564.743	35.322.273	--	296.887.016	Software
Jumlah	365.074.608	62.222.883	--	427.297.491	Total
Nilai Tercatat	576.231.411			893.669.116	Carrying Amount

18. Aset Takberwujud (Lanjutan)

18. Intangible Assets (Continued)

	2023				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan					Acquisition Cost
Sertifikat Tanah	402.149.859	--	124.979.689	527.129.548	Land Certificate
Piranti Lunak	264.330.197	--	48.876.598	313.206.795	Software
Aset dalam Penyelesaian	76.845.930	195.655.994	(171.532.248)	100.969.676	Construction in Progress
Jumlah	743.325.986	195.655.994	2.324.039	941.306.019	Total
Akumulasi penyusutan					Accumulated Depreciation
Sertifikat tanah	81.059.598	22.450.267	--	103.509.865	Land Certificate
Piranti lunak	239.505.486	22.059.257	--	261.564.743	Software
Jumlah	320.565.084	44.509.524	--	365.074.608	Total
Nilai Tercatat	422.760.902			576.231.411	Carrying Amount

Sertifikat tanah merupakan biaya atas pengelolaan peningkatan status hak atas tanah yang sebelumnya berbentuk *Grondkaart* ditingkatkan menjadi Sertifikat Hak Guna Bangunan.

Land certificate represents the maintenance costs to improve the status of land rights that are previously in form of Grondkaart to be Building Use Rights Certificate.

Piranti lunak merupakan biaya atas pengembangan atau pembelian piranti lunak yang bersifat spesifik berdasarkan bisnis proses Grup.

Software represents the procurement or development costs for specific softwares according to The Group business process.

Pada 31 Desember 2023, Perusahaan melakukan reklasifikasi beberapa aset ke dalam aset takberwujud.

As of December 31, 2023, the Company reclassifies few assets into intangible assets.

Amortisasi sebesar Rp62.222.883 dan Rp44.509.524 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dibebankan pada akun beban operasi tidak langsung.

Amortization amounted Rp62,222,883 and Rp44,509,524 for the years ended December 31, 2024 and 2023, respectively, are charged as indirect operating expenses.

Pada tanggal 31 Desember 2024 dan 2023, aset dalam penyelesaian terdiri dari:

As of and December 31, 2024 and 2023, the construction in progress consists of:

	2024				
	Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion	
Aset Takberwujud					Intangible Assets
Piranti Lunak	5.162.263	5.692.262	90,69	2025	Software
Sertifikat Tanah	64.869.651	212.774.624	30,49	2025	Land Certificate
Jumlah	70.031.914	218.466.886			Total
	2023				
	Nilai Tercatat/ Carrying Amount Rp	Nilai Kontrak/ Total Contracts Rp	Persentase Penyelesaian/ Percentage of Completion	Estimasi Penyelesaian/ Estimated Completion	
Aset Takberwujud					Intangible Assets
Piranti Lunak	72.280.893	122.258.893	59,12	2024	Software
Sertifikat Tanah	28.688.783	41.776.636	68,67	2024	Land Certificate
Jumlah	100.969.676	164.035.529			Total

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19. Aset Hak Guna dan Liabilitas Sewa

19. Right of Use Assets and Lease Liabilities

Rekonsiliasi kelompok-kelompok utama aset hak guna dan liabilitas sewa adalah sebagai berikut:

The reconciliation of right of use assets and lease liabilities by major classifications was as follows:

2024					
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Saldo Akhir/ Ending Balance	
Biaya Perolehan					Acquisition Cost
Prasarana:					Infrastructures:
Tanah	20.503.811	3.046.873	(3.081.577)	20.469.107	Land
Bangunan	6.656.638	--	(784.636)	5.872.002	Buildings
Instalasi Bergerak	35.048.185	48.605.910	--	83.654.095	Equipments
Fasilitas:					Facilities:
Kendaraan	34.135.122	10.116.161	(2.065.007)	42.186.276	Vehicles
Inventaris	89.175.993	6.399.938	(2.729.508)	92.846.423	Supplies
Jumlah	185.519.749	68.168.882	(8.660.728)	245.027.903	Total
Akumulasi Penyusutan					Accumulated Depreciation
Prasarana:					Infrastructures:
Tanah	8.172.538	5.332.849	(3.081.577)	10.423.810	Land
Bangunan	4.796.342	1.195.650	(784.636)	5.207.356	Buildings
Instalasi Bergerak	35.048.184	13.635.614	--	48.683.798	Equipments
Fasilitas:					Facilities:
Kendaraan	12.421.281	13.022.598	(2.065.007)	23.378.872	Vehicles
Inventaris	32.929.084	15.210.743	(2.729.508)	45.410.319	Supplies
Jumlah	93.367.429	48.397.454	(8.660.728)	133.104.155	Total
Nilai Tercatat	92.152.320			111.923.748	Carrying Amount
2023					
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Saldo Akhir/ Ending Balance	
Biaya Perolehan					Acquisition Cost
Prasarana:					Infrastructures:
Tanah	6.198.766	17.422.234	(3.117.189)	20.503.811	Land
Bangunan	18.787.043	409.161	(12.539.566)	6.656.638	Buildings
Instalasi Bergerak	35.048.185	--	--	35.048.185	Equipments
Fasilitas:					Facilities:
Kendaraan	4.378.159	29.756.963	--	34.135.122	Vehicles
Inventaris	63.467.867	25.741.507	(33.381)	89.175.993	Supplies
Jumlah	127.880.020	73.329.865	(15.690.136)	185.519.749	Total
Akumulasi Penyusutan					Accumulated Depreciation
Prasarana:					Infrastructures:
Tanah	4.401.179	6.888.548	(3.117.189)	8.172.538	Land
Bangunan	16.250.902	1.085.006	(12.539.566)	4.796.342	Buildings
Instalasi Bergerak	29.753.619	5.294.565	--	35.048.184	Equipments
Fasilitas:					Facilities:
Kendaraan	4.362.987	8.058.294	--	12.421.281	Vehicles
Inventaris	19.995.259	12.967.206	(33.381)	32.929.084	Supplies
Jumlah	74.763.946	34.293.619	(15.690.136)	93.367.429	Total
Nilai Tercatat	53.116.074			92.152.320	Carrying Amount

Beberapa transaksi sewa gudang dan kantor dan kendaraan mengandung opsi perpanjangan yang dapat diambil oleh Grup sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Grup. Grup mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Grup mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Grup.

Some leases of warehouses and offices and vehicles contain extension options exercisable by the Group before the end of the non-cancellable contract period. The extension options held are exercisable only by the Group. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses this assessment if there is a significant event or significant change in circumstances within the control of the Group.

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**19. Aset Hak Guna dan Liabilitas Sewa
(Lanjutan)**

Beban penyusutan masing-masing sebesar Rp48.397.454 dan Rp34.293.619 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dibebankan pada beban operasi tidak langsung.

Berikut ringkasan komponen liabilitas sewa berdasarkan jangka waktu:

	2024	2023
Liabilitas Sewa		
Jatuh Tempo Dalam Satu Tahun	53.846.258	44.237.193
Jatuh Tempo Lebih dari Satu Tahun	101.137.152	92.691.568
Jumlah	154.983.410	136.928.761
Dikurangi Bagian Bunga	(35.824.454)	(26.257.872)
Nilai kini Pembayaran Sewa	119.158.956	110.670.889
Dikurangi: Bagian Jatuh Tempo Satu Tahun	(49.736.108)	(36.504.861)
Bagian Jangka Panjang	69.422.848	74.166.028

Berikut ini ringkasan komponen perubahan liabilitas yang timbul dari sewa:

	2024	2023
Saldo Awal	110.670.889	61.162.900
Arus Kas	(70.992.284)	(31.554.208)
Perubahan Non Kas		
Penambahan/(Pengurangan)	79.480.351	81.062.197
Saldo Akhir	119.158.956	110.670.889

Grup mencatat beban bunga masing-masing sebesar Rp8.737.878 dan Rp8.576.995 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (Catatan 44).

**19. Right of use Assets and Lease Liabilities
(Continued)**

Depreciation expense amounted Rp48,397,454 and Rp34,293,619 for the years ended December 31, 2024 and 2023, respectively, are charged as indirect operating expenses.

The following summarizes the component of lease liabilities based in period:

Lease liabilities
Due within One Year
Due beyond one Year
Total
Less interest portion
Present value of Lease Payments
Less: Current portion
Non-Current Portion

The following summarizes the component of changes in the liabilities arising from leases:

Beginning Balance
Cash Flow
Non-cash Movement
Additions/(Deduction)
Ending Balance

The Group charged as finance cost amounted Rp8,737,878 and Rp8,576,995 for the years ended December 31, 2024 and 2023, respectively (Note 44).

20. Aset Tidak Lancar Lainnya

20. Other Non-Current Assets

	2024	2023
Aset Non-Keuangan		
Aset Diberhentikan Operasi	120.935.985	120.935.985
Persediaan Scrap	31.443.812	31.443.812
Dikurangi:		
Cadangan Kerugian Penurunan Nilai	(152.379.791)	(152.379.791)
Aset Non-Keuangan - Neto	6	6
Aset Keuangan		
Pihak Berelasi (Catatan 42)		
Dana Pensiun Pegawai	90.136.693	91.258.933
Dana Kesehatan Pegawai	40.891.764	60.679.342
Dana Cadangan Tantiem	17.167.887	7.592.201
Pihak Ketiga		
Aset Keuangan Lainnya	59.947.934	52.526.621
Aset Keuangan - Neto	208.144.278	212.057.097
Neto	208.144.284	212.057.103

Non-Financial Assets
Assets Discontinued from Operations
Scrap Inventories
Less:
Allowance for Impairment Losses
Non-Financial Assets - Net

Financial Assets
Related Parties (Note 42)
Pension Funds
Employee Healthy Fund
Tantiem's Reserve Fund
Third Parties
Other Financial Assets
Financial Assets - Net
Net

20. Aset Tidak Lancar Lainnya (Lanjutan)

20. Other Non-Current Assets (Continued)

Mutasi cadangan kerugian penurunan nilai:

Change in allowance for impairment losses:

	2024	2023
Saldo Awal	(152.379.791)	(300.049.355)
(Penambahan) Penghapusan Cadangan Aset Non Keuangan	--	147.669.564
Saldo Akhir	(152.379.791)	(152.379.791)

*Beginning Balance
(Additional) Write-offs of
Non-Financial Assets
Ending Balance*

Manajemen berpendapat bahwa cadangan penurunan nilai cukup untuk menutup kerugian yang mungkin timbul dari estimasi nilai wajar aset tidak lancar lainnya.

Management believes that the allowance for impairment is adequate to cover possible losses on fair value estimated of other Non-current assets.

Pada 31 Desember 2023, Perusahaan melakukan reklasifikasi atas aset tetap yang diberhentikan operasi ke dalam aset tidak lancar lainnya (Catatan 15).

As of December 31, 2023, the Company reclassified the assets discontinued from operations into other non-current assets (Note 15).

Aset diberhentikan operasi merupakan aset tetap Sarana Grup yang tidak dapat dioperasikan lagi baik dari sisi teknis maupun ekonomi (Catatan 15). Nilai atas aset diberhentikan operasi pada tanggal 31 Desember 2024 telah dicadangkan seluruhnya.

Assets discontinued represent operations Group's assets which cannot be technically and economically utilized (Note 15). Amount of assets discontinued form operations as of December 31, 2024 have been fully impaired.

Pada tanggal 12 September 2023, Perusahaan melakukan penjualan atas sebidang tanah di Kota Padang seluas 15.510 m² dengan nilai tercatat sebesar Rp1.263.485 (nilai penuh) dan harga jual sebesar Rp31.299.180.

On September 12, 2023, the Company sold a plot of land in Padang City covering an area of 15,510 sqm with a carrying value of Rp1,263,485 (full amount) and selling price amounted to Rp31,299,180.

Pada tanggal 27 September 2023, Perusahaan melakukan penjualan aset sarana yang sudah dicadangkan secara penuh berupa Lokomotif, Gerbong, Kereta, KRD, dan KRL dengan harga jual sebesar Rp78.446.395.

On September 27, 2023, the Company sold facility assets in the form of Locomotives, Wagons, Trains, KRD, and KRL with selling price amounted to Rp78,446,395.

Pada bulan Desember 2023, Perusahaan melakukan penghapusbukuan atas sebidang tanah di Kota Bandung seluas 9.708 m² dengan nilai tercatat sebesar Rp46.172.

In December 2023, the Company write-off a plot of land in Bandung City covering an area of 9,708 sqm with a carrying value of Rp46,172.

Dana pensiun pegawai merupakan dana yang dibentuk untuk menampung dana pensiun karyawan. Jumlah dana yang dikumpulkan sebesar 17,25% dari penghasilan dasar pensiun karyawan dengan komposisi sebesar 4,75% dipotong dari penghasilan karyawan dan sebesar 12,5% dari kontribusi Perusahaan. Dana tersebut digunakan untuk pesangon pegawai Perusahaan yang diangkat sebelum tanggal 1 Agustus 2009 sebanyak 9.257 karyawan yang belum disetorkan ke pengelola program asuransi *saving plan* dengan pola pendanaan sistem *pooled fund*.

Pension funds represent funds raised to accommodate employees' pension funds. The amount collected is 17.25% of employee basic pension salary represented by 4.75% deducted from employee's salary and 12.5% of the Company's contribution. The funds are used for employee severance payment for those who were hired on the period started before August 1, 2009 amounted to 9,257 employees before it is deposited to insurance saving plan management by pooled fund systems.

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21. Utang Usaha

21. Trade Payables

	2024	2023	
Utang Usaha			Trade Payables
Pihak Berelasi (Catatan 42)	1.796.057.807	4.976.299.233	Related Parties (Note 42)
Pihak Ketiga	2.262.552.410	2.394.977.405	Third Parties
Jumlah	4.058.610.217	7.371.276.638	Total

Berdasarkan mata uang:

By currencies:

	2024	2023	
Rupiah	4.020.182.670	7.340.256.012	Rupiah
Dolar Amerika Serikat	18.467.267	11.230.840	United States Dollar
Euro	16.955.218	5.273.635	Euro
Yen Jepang	3.005.062	14.516.151	Japan Yen
Jumlah	4.058.610.217	7.371.276.638	Total

Utang usaha pihak berelasi sebagian besar merupakan biaya penggunaan prasarana milik Pemerintah (TAC) Tahun 2024 (Catatan 52).

Trade payables to related parties mostly represent Track Access Charge (TAC) payable to the Government for the year 2024 (Note 52).

Tidak ada jaminan yang diberikan atas utang usaha.

There is no collateral pledged on trade payables.

22. Beban Akruai

22. Accruals

	2024	2023	
Beban akrual			
Biaya Umum dan Administrasi	1.427.482.433	587.226.416	General and Administrative Expenses
Biaya Operasi Langsung	846.534.452	846.030.286	Direct Operating Expenses
Biaya Operasi Tidak Langsung	271.106.586	770.061.237	Indirect Operating Expenses
Jumlah	2.545.123.471	2.203.317.939	Total

Biaya umum dan administrasi yang masih harus dibayar sebagian besar merupakan hasil pemeriksaan pajak Tahun 2023 berdasarkan Surat Pemberitahuan Hasil Pemeriksaan (SPHP), biaya pemasaran, biaya perlengkapan dan operasional kantor, dan biaya administrasi.

Accrued general and administrative expenses mainly consist of the tax audit findings for the 2023 fiscal year based on the Tax Audit Result Notification Letter (SPHP), marketing expenses, office supplies and operational costs, as well as other administrative expenses

Biaya operasi langsung yang masih harus dibayar merupakan biaya pemeliharaan sarana di lintas dan balai yasa, biaya pendukung operasi dan biaya pendukung angkutan dan lainnya.

Accrued direct operating expenses represents the costs of maintenance of rolling stocks in railroad and workshop, costs of operation supports and costs of transportation supports and others.

Sebagian besar Biaya operasi tidak langsung yang masih harus dibayar diantaranya merupakan biaya pemeliharaan prasarana pokok Grup, denda atas biaya penggunaan prasarana milik Pemerintah (TAC), dan biaya keselamatan dan kesehatan kerja.

Most of the outstanding indirect operating expenses consist of maintenance costs for the Group's main infrastructure, penalties related to Track Access Charges (TAC) for the use of government-owned infrastructure, and occupational health and safety costs.

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23. Pendapatan Diterima di Muka

23. Unearned Revenue

	2024	2023	
Jatuh Tempo dalam Satu Tahun			Current Maturities
Non Angkutan	812.850.034	700.443.816	Non-Transportation
Angkutan Penumpang	641.165.987	547.600.796	Passenger Transportation
Angkutan Barang	76.884.941	33.593.086	Freight Transportation
Jumlah	1.530.900.962	1.281.637.698	Total
Jangka Panjang Lebih dari Satu Tahun			Long Term Maturity
Non Angkutan	797.211.219	834.563.297	Non-Transportation

Pendapatan diterima di muka atas pendapatan non angkutan merupakan penerimaan sewa properti di dalam dan di luar stasiun.

Unearned revenue of non-transportation represents revenue generated from property lease inside and outside of station area.

Pendapatan diterima di muka angkutan penumpang merupakan pendapatan atas jasa angkutan penumpang pengguna kereta api yang realisasi kedatangan pada periode berikutnya.

Unearned revenue of passenger transportation represents revenue generated from passenger transport railway services of which the arrive is realized in the following period.

Pendapatan diterima di muka angkutan barang merupakan pendapatan atas jasa angkutan barang yang terdiri dari angkutan peti kemas, batu bara, parsel, barang curah dan barang jenis lain yang realisasi keberangkatannya pada periode berikutnya.

Unearned revenue of freight transportation represents revenue generated from freight transport railway services consist of freight of containers, coal, parcel, bulk cargo and other types of goods of which the departure is realized in the following period.

24. Pinjaman Bank Jangka Pendek

24. Short-Term Bank Loans

	2024	2023	
Pihak Berelasi (Catatan 42)	2.871.114.393	988.523.138	Related Parties (Note 42)
Pihak Ketiga			Third Parties
PT Bank Central Asia Tbk	98.556.558	400.000.000	PT Bank Central Asia Tbk
PT Bank CIMB Niaga Tbk	98.556.558	--	PT Bank CIMB Niaga Tbk
PT Bank Permata Tbk	2.000.000	--	PT Bank Permata Tbk
Sub Jumlah	199.113.116	400.000.000	Sub Total
Jumlah	3.070.227.509	1.388.523.138	Total

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24. Pinjaman Bank Jangka Pendek (Lanjutan)

24. Short-Term Bank Loans (Continued)

Informasi lain mengenai Pinjaman Bank Jangka Pendek pada 31 Desember 2024 adalah sebagai berikut:

Other Information about Short-term Bank Loans as of December 31, 2024 as follow:

Kreditur/ Creditor	Nama Fasilitas/ Facility Type	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date of Credit Agreement	Suku Bunga Per Tahun/ Interest Rate per Annum	Agunan/ Collateral	Financial Covenant
Perusahaan/The Company					
PT Bank Mandiri (Persero) Tbk	Berulang/ Revolving	14 Juni 2025/ June 14, 2025	6,12%	-	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Negara Indonesia (Persero) Tbk	Berulang/ Revolving	24 Februari 2025/ February 24, 2025	6,20%	-	Debt to Equity Ratio Max 300% Ebitda to Interest min 1.5 x Cash Flow Operation positif
Lembaga Pembiayaan Ekspor Indonesia	Berulang/ Revolving	3 Desember 2025/ December 3, 2025	6,10%	-	Debt to Equity Ratio Max 300% Cash Flow Operation positif
Perjanjian Transaksi Khusus Light Rail Transit (LRT)/ Light Rail Transit (LRT) Special Transaction Loans					
PT Bank Rakyat Indonesia (Persero) Tbk	Berulang/ Revolving	24 Agustus 2025/ August 24, 2025	5,40%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Mandiri (Persero) Tbk	Berulang/ Revolving	24 Agustus 2025/ August 24, 2025	5,40%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Negara Indonesia (Persero) Tbk	Berulang/ Revolving	24 Agustus 2025/ August 24, 2025	5,40%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank CIMB Niaga Tbk	Berulang/ Revolving	24 Agustus 2025/ August 24, 2025	5,40%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Central Asia Tbk	Berulang/ Revolving	24 Agustus 2025/ August 24, 2025	5,40%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
Entitas Anak/ Subsidiaries - PT Reska Multi Usaha					
PT Bank Mandiri (Persero) Tbk	Berulang/ Revolving	8 September 2025/ September 8, 2025	7,75%	-	Debt to Equity Ratio Max 200% Debt Service Coverage Ratio min 1.25 x
PT Bank Rakyat Indonesia (Persero) Tbk	Berulang/ Revolving	22 Maret 2025/ March 22, 2025	7,00%	-	Debt to Equity Ratio Max 300%
PT Bank Permata Tbk	Berulang/ Revolving	20 April 2025/ April 20, 2025	8,25%	-	Debt to Equity Ratio Max 200% Debt Service Coverage Ratio min 1.25 x
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia					
PT Bank Mandiri (Persero) Tbk	Berulang/ Revolving	06 Februari 2025/ February 06, 2025	7,00%	-	Debt to Equity Ratio Max 230% Current Ratio Min 110% EBITDA to Interest Max 300%
Entitas Anak/ Subsidiaries - PT KA Properti Manajemen					

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24. Pinjaman Bank Jangka Pendek (Lanjutan)

24. Short-Term Bank Loans (Continued)

Mutasi atas saldo fasilitas tersebut adalah sebagai berikut:

Movement of the balance of these facilities are as follow:

2024					
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/ The Company					
PT Bank Rakyat Indonesia (Persero) Tbk	--	530.045.057	(441.666.667)	88.378.390	5.729.435
PT Bank Mandiri (Persero) Tbk	950.000.000	3.615.159.886	(3.218.937.609)	1.346.222.277	101.942.269
PT Bank Negara Indonesia (Persero) Tbk	--	745.021.799	(246.465.242)	498.556.557	12.233.700
Lembaga Pembiayaan Ekspor Indonesia	--	300.000.000	--	300.000.000	--
PT Bank CIMB Niaga Tbk	--	145.021.801	(46.465.243)	98.556.558	4.611.200
PT Bank Central Asia Tbk	400.000.000	745.021.799	(1.046.465.241)	98.556.558	15.976.755
Sub Jumlah/ Sub Total	1.350.000.000	6.080.270.342	(5.000.000.002)	2.430.270.340	140.493.359
Entitas Anak/ Subsidiaries -					
PT Reska Multi Usaha					
PT Bank Rakyat Indonesia (Persero) Tbk	38.523.138	362.279.537	(351.008.172)	49.794.503	1.506.665
PT Bank Permata Tbk	--	132.000.000	(130.000.000)	2.000.000	213.422
PT Bank Mandiri (Persero) Tbk	--	115.000.000	(115.000.000)	--	1.283.889
Sub Jumlah/ Sub Total	38.523.138	609.279.537	(596.008.172)	51.794.503	3.003.976
PT Kereta Commuter Indonesia					
PT Bank Mandiri (Persero) Tbk	--	1.160.162.666	(572.000.000)	588.162.666	15.852.903
Sub Jumlah/ Sub Total	--	1.160.162.666	(572.000.000)	588.162.666	15.852.903
PT Kereta Api Properti Manajemen					
PT Bank Permata Tbk	--	25.000.000	(25.000.000)	--	82.639
Sub Jumlah/ Sub Total	--	25.000.000	(25.000.000)	--	82.639
Total	1.388.523.138	7.874.712.545	(6.193.008.174)	3.070.227.509	159.432.877
2023					
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/ The Company					
PT Bank Rakyat Indonesia (Persero) Tbk	500.000.000	850.000.000	(1.350.000.000)	--	13.706.458
PT Bank Mandiri (Persero) Tbk	--	2.400.000.000	(1.450.000.000)	950.000.000	34.531.736
PT Bank HSBC Indonesia	200.000.000	575.000.000	(775.000.000)	--	6.032.222
PT Bank Central Asia Tbk	1.000.000.000	575.000.000	(1.575.000.000)	--	24.995.694
PT MUFG	--	400.000.000	--	400.000.000	--
Sub Jumlah/ Sub Total	1.700.000.000	4.800.000.000	(5.150.000.000)	1.350.000.000	79.266.110
Entitas Anak/ Subsidiaries -					
PT Reska Multi Usaha					
PT Bank Mandiri (Persero) Tbk	60.000.000	355.000.000	(415.000.000)	--	1.053.332
PT Bank Rakyat Indonesia (Persero) Tbk	--	251.300.935	(212.777.797)	38.523.138	336.246
PT Bank Permata Tbk	--	230.000.000	(230.000.000)	--	435.563
Sub Jumlah/ Sub Total	60.000.000	836.300.935	(857.777.797)	38.523.138	1.825.141
Total	1.760.000.000	5.636.300.935	(6.007.777.797)	1.388.523.138	81.091.251

25. Liabilitas Jangka Pendek Lainnya

25. Other Current Liabilities

	2024	2023	
Titipan Pegawai	62.969.940	60.909.704	Employee Deposits
Uang Jaminan	5.239.503	5.960.655	Security Deposits
Lain-lain	25.299.492	24.931.641	Others
Jumlah	93.508.935	91.802.000	Total

Titipan pegawai merupakan potongan gaji karyawan yang belum disetorkan sesuai dengan tujuannya.

Employee deposits represent deductions of employee salaries that have not been deposited according to their intended purpose.

Uang jaminan terdiri dari penerimaan uang jaminan yang berasal dari pelanggan atas jaminan pemasangan iklan di kereta dan jaminan tiket harian dari penumpang *commuter line*.

Security deposits consist of deposit received from customers for advertising in the train and daily ticket deposit from the commuter line passengers.

Utang lain-lain diantaranya merupakan utang atas penerimaan uang jaminan optimalisasi aset dari pelanggan sebagai jaminan atas aset yang disewa.

Others consist of deposit received from customers regarding optimization assets as warranty for rental assets.

26. Liabilitas Imbalan Kerja

26. Employee Benefits Liabilities

Program pensiun imbalan pasti memberikan eksposur Grup terhadap risiko aktuarial seperti risiko investasi, risiko tingkat bunga dan risiko gaji.

The defined benefit pension plan exposes the Group to actuarial risks such as investment risk, interest rate risk and salary risk.

Risiko Investasi

Nilai kini kewajiban imbalan pasti dihitung menggunakan tingkat diskonto yang ditetapkan dengan mengacu pada imbal hasil obligasi korporasi berkualitas tinggi; jika pengembalian aset program di bawah tingkat tersebut, hal itu akan mengakibatkan defisit program.

Investment Risk

The present value of the defined benefit plan obligation is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan asset is below this rate, it will create a plan deficit.

Saat ini program tersebut memiliki investasi yang relatif lebih banyak pada instrumen properti dibandingkan dengan instrumen lainnya.

Currently the plan relatively has a more investment in property instrument compared to other instrument.

Manajemen berkeyakinan bahwa nilai aset program dapat terpulihkan.

Management has believe the recoverable amount of plan assets.

Risiko Tingkat Bunga

Penurunan suku bunga obligasi akan meningkatkan liabilitas program.

Interest Risk

A decrease in the bond interest rate will increase the plan liability.

Risiko Gaji

Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program tersebut.

Salary Risk

The present value of the defined benefit obligation is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Asumsi-asumsi yang digunakan dalam menghitung beban dan liabilitas imbalan kerja pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

The assumptions used to calculate employee benefits expenses and liabilities on December 31, 2024 and 2023 are as follows:

	2024	2023	
Tingkat Diskonto	6,88%-7,14%	6,25%-7,10%	Discount Rate
Tingkat Kenaikan Gaji per Tahun	6,00% - 9,00%	6,00% - 9,00%	Salary Increase Rate per Year
Usia Pensiun Normal	56 tahun/ years	56 tahun/ years	Normal Retirement Age
Tingkat Mortalitas	TMI IV/2019	TMI IV/2019	Mortality Rate
Tingkat Cacat per Tahun	1% - 10% dari Tingkat Kematian/ of Mortality Rate		Disability Rate per Year
Tingkat Pengunduran Diri:			Resignations Rate:
Umur di Bawah 20 - 29 Tahun	5,00% - 6,00%	5,00% - 6,00%	Age Under 20 - 29 Years Old
Umur di Atas 30 Tahun	Menurun secara linear hingga mencapai 0% saat usia pensiun normal/ Decreases linearly until reaches 0% when the normal retirement		Age Above 30 Years Old

a) Liabilitas Imbalan Kerja Jangka Pendek

a) Short-term Employee Benefits Liabilities

Liabilitas imbalan kerja karyawan yang jatuh tempo dalam satu tahun sebagai berikut:

Employee benefits liabilities which are due within one year as follows:

	2024	2023	
Program Pensiun Eks PNS	158.513.214	156.195.973	Pension Plan Ex-PNS
Tantiem dan Bonus	1.268.104.248	1.139.345.997	Bonuses and Tantiem
Jumlah	1.426.617.462	1.295.541.970	Total

b) Liabilitas Imbalan Kerja Jangka Panjang

b) Long-term Employee Benefits Liabilities

Liabilitas imbalan kerja jangka panjang setelah dikurangi bagian jatuh tempo satu tahun sebagai berikut:

Long-term employee benefit liabilities after deducting the portion due in one year are as follows:

	2024	2023	
Program Pensiun Eks PNS	1.065.111.101	1.138.251.753	Pension Plan Ex-PNS
Program Pensiun Eks Perum & Persero	4.504.531.649	4.401.673.427	Pension Plan Ex-Perum & Persero
Imbalan Kerja Lain	98.545.304	78.591.696	Other Employment Benefits
Jumlah Liabilitas Imbalan Kerja	5.668.188.054	5.618.516.876	Total Employee Benefit Liabilities

Total liabilitas imbalan kerja yang tercatat pada laporan posisi keuangan konsolidasian yang timbul dari program pensiun imbalan pasti, jaminan kesehatan pensiun, pesangon dan imbalan kerja jangka panjang lainnya sebagai berikut:

The amounts of employee benefits liabilities recorded in the consolidated statement of financial position arising from defined benefit pension plan, retirement healthcare, severance pay, and other Long-term employee benefits are as follows:

	2024	2023	
Program Pensiun Eks PNS	1.223.624.315	1.294.447.726	Pension Plan Ex-PNS
Program Pensiun Eks Perum & Persero	4.504.531.649	4.401.673.427	Pension Plan Ex-Perum & Persero
Tantiem dan Bonus	1.268.104.248	1.139.345.997	Bonuses and Tantiem
Imbalan Kerja Lain	98.545.304	78.591.696	Other Employment Benefits
Jumlah	7.094.805.516	6.914.058.846	Total

26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Program Pensiun Imbalan Pasti

Defined Benefits Pension Plans

Karyawan Eks Pegawai Negeri Sipil (Eks-PNS)

The Ex-Civil Service Employee (Ex-PNS)

Sesuai dengan Peraturan Pemerintah tentang Penyesuaian Pensiun Eks-PNS Departemen Perhubungan pada Perusahaan No. 64 tanggal 29 November 2007, Eks-PNS tersebut berhak memperoleh pensiun pokok yang besarnya disesuaikan sama dengan pensiun pokok yang diterima oleh penerima pensiun PNS.

In accordance with Government Regulation regarding the Adjustment of retirement of Ex-PNS of Department of Transportation at the Company No. 64 dated November 29, 2007, The Ex-Civil Service Employee (PNS) of Department of Transportation who work is entitled to receive the principle amount of pension of the PNS.

Berdasarkan Peraturan Menteri Keuangan No. 105/PMK.02.2010 tanggal 19 Mei 2010 tentang Penyediaan Dana Program Penyesuaian Pensiun Eks-PNS Departemen Perhubungan Perusahaan pada Pasal 3, sumber pendanaan pembayaran pensiun pegawai berasal dari iuran pegawai, Perusahaan untuk kontribusi pendanaan bersama, *past service liability* yang dibayarkan oleh Perusahaan, hasil investasi dari akumulasi dana pensiun pegawai Perusahaan dan Anggaran Pendapatan dan Belanja Negara (APBN).

Based on the Regulation of Minister of Finance No. 105/PMK.02.2010 dated May 19, 2010 regarding Provision of Retirement Program Fund Adjustment for ex-PNS Department of Transportation of the Company, in Article 3 stated that sources of financing for employee pension fund payment consists of employee contribution, the Company contribution, past service liability paid by the Company, results of investment and accumulation of employee pension funds of the Company, and Indonesian Government Budget (APBN).

Perusahaan diharuskan membayar *past service liability* sebesar Rp79.500.000 setiap tahun sampai dengan tahun 2024 kepada PT Taspen (Persero) yang bertanggungjawab atas penyelenggaraan pembayaran pensiun pegawai sesuai mekanisme dan ketentuan peraturan perundang-undangan yang mengatur tata cara penyelenggaraan pembayaran pension karyawan Eks-PNS.

The Company is required to pay past service liability amounted to Rp79,500,000 for every year until 2024 to PT Taspen (Persero) whom is responsible for the payment of employee pension funds in accordance with the mechanism and law regulation for the implementation of ex-PNS pension funds payment.

Berdasarkan Peraturan Menteri Keuangan Republik Indonesia Nomor 170/PMK.02/2016 tanggal 14 November 2016 tentang Penyediaan Dana Program Penyesuaian Pensiun Eks Pegawai Negeri Sipil Departemen Perhubungan Pada PT Kereta Api Indonesia (Persero) menetapkan bahwa Pendanaan Bersama diatur dengan proporsi sebagai berikut:

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 170/PMK.02/2016 dated November 14, 2016, concerning the Provision of Funds for the Pension Adjustment Program for Former Civil Servants of the Department of Transportation at PT Kereta Api Indonesia (Persero), it is stipulated that Joint Funding is regulated with the following proportions:

1. Pemerintah sebesar 78% (tujuh puluh delapan persen);
2. PT Kereta Api Indonesia (Persero) sebesar 11% (sebelas persen); dan
3. Hasil Investasi sebesar 11% (sebelas persen).

1. The Government: 78% (seventy-eight percent);
2. PT Kereta Api Indonesia (Persero): 11% (eleven percent); and
3. Investment Returns: 11% (eleven percent).

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26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Detail beban pensiun Eks-PNS yang diakui pada laporan laba rugi konsolidasian sebagai berikut:

The details of benefit pension plan ex-PNS expense in the consolidated profit or loss are as follows:

	2024	2023	
Biaya Jasa Kini	1.234.565	1.719.627	Current Service Cost
Beban Bunga Bersih	387.373.529	390.366.436	Net Interest
Jumlah	388.608.094	392.086.063	Total
Bagian Pemerintah	(303.114.313)	(305.827.129)	Government Portion
Bagian Perusahaan	85.493.781	86.258.934	The Company Portion

Liabilitas sehubungan dengan program pensiun imbalan pasti sebagai berikut:

Liability in respect of the defined benefits pension plan are as follows:

	2024	2023	
Awal Tahun	5.883.853.300	5.698.780.090	Beginning of the Year
Beban Laba Rugi	388.608.094	392.086.063	Profit Loss Expenses
Pembayaran Manfaat	(872.754.144)	(811.896.940)	Benefits Payments
Penghasilan Komprehensif Lain	162.221.455	604.884.087	Other Comprehensive Income
Akhir Tahun	5.561.928.705	5.883.853.300	End of Year
Bagian Pemerintah	(4.338.304.390)	(4.589.405.574)	The Government Portion
Bagian Perusahaan	1.223.624.315	1.294.447.726	The Company Portion
Dikurangi Bagian Jangka Pendek	158.513.214	156.195.973	Less of Short-Term Portion
Bagian Jangka Panjang	1.065.111.101	1.138.251.753	Long-Term Portion

Mutasi liabilitas sebagai berikut:

Movements in liabilities are as follows:

	2024	2023	
Nilai Kini Kewajiban	6.634.966.522	6.991.946.498	Present Value of Obligation
Nilai Wajar Aset Program Dana Pensiun	(1.073.037.816)	(1.108.093.198)	Fair Value of Pension Fund Plan Assets
Jumlah Liabilitas Bersih	5.561.928.706	5.883.853.300	Net Liability
Bagian Pemerintah	(4.338.304.391)	(4.589.405.574)	Government Portion
Bagian Perusahaan	1.223.624.315	1.294.447.726	The Company Portion
Dikurangi Bagian Jangka Pendek	158.513.214	156.195.973	Less of Short-Term Portion
Bagian Jangka Panjang	1.065.111.101	1.138.251.753	Long-Term Portion

Mutasi nilai wajar aset program dana pensiun sebagai berikut:

The movements in the fair value of pension plan assets are as follows:

	2024	2023	
Nilai Wajar Aset Program Dana Pensiun Awal Tahun	1.108.093.198	1.109.523.297	Fair Value of Pension Plan Assets at Beginning of the Year
Pengembalian Aset Dana yang Diharapkan	76.236.812	76.002.346	Expected Return on Plan Assets
Imbal Hasil Aset Program Non Bunga Neto	(111.292.194)	(77.432.445)	Return on Plan Assets Non Interest - Net
Akhir Tahun	1.073.037.816	1.108.093.198	End of Year
Bagian Pemerintah	(836.969.496)	(864.312.694)	The Government Portion
Bagian Perusahaan	236.068.320	243.780.504	The Company Portion

26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Mutasi penghasilan komprehensif lain adalah sebagai berikut:

The movements of other comprehensive income are as follows:

	2024	2023	
Saldo Awal	1.208.354.060	603.469.972	Beginning Balance
Tahun Berjalan	162.221.455	604.884.087	Current Year
Saldo Akhir	1.370.575.515	1.208.354.059	Ending Balance
Bagian Pemerintah	(1.069.048.902)	(942.516.166)	The Government Portion
Bagian Perusahaan	301.526.613	265.837.893	The Company Portion

Komposisi penempatan investasi yang dilakukan atas aset program adalah sebagai berikut:

The composition of investment placement on plan asset are as follows:

	2024	2023	
	%	%	
Surat Utang Negara	39,56	39,66	Government Securities
Deposito	37,65	38,35	Time Deposits
Sukuk	22,79	21,99	Sukuk
Jumlah	100,00	100,00	Total

Analisa sensitivitas kuantitatif untuk asumsi yang signifikan pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

A quantitative sensitivity analysis for significant assumptions as of December 31, 2024 and 2023 as follows:

	2024	2023	
Analisa Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban			Present Value of Defined
Imbalan Pasti			Benefit Obligation
Akhir Periode			End of Period
Tingkat Diskonto + 1%	1.364.943.585	1.538.141.904	Rate + 1%
Tingkat Diskonto - 1%	1.567.093.459	1.538.316.807	Rate - 1%
Tingkat Kenaikan Gaji + 1%	1.459.709.446	1.538.295.732	Salary Increase + 1%
Tingkat Kenaikan Gaji - 1%	1.459.675.846	1.538.161.005	Salary Increase - 1%

Program Pensiun Eks Perum dan Persero

Perusahaan menyelenggarakan program asuransi bagi pekerja Eks Perum yang direkrut sebelum Agustus 2009 serta untuk pekerja Persero yang direkrut setelah Agustus 2009 berdasarkan Perjanjian Nomor KL.705/VIII/9/KA-2023 dan 262/PERJ./AJIFG/U/VIII/2023 tanggal 16 Agustus 2023 Tentang Addendum dan Pernyataan Kembali Atas Perjanjian Kerja Sama Antara PT Kereta Api Indonesia (Persero) Dengan PT Asuransi Jiwa IFG Tentang Pengelolaan Program Asuransi IFG Pendanaan Hari Tua Bagi Pegawai dan Program Asuransi IFG Anuitas Prima Bagi Pensiunan PT Kereta Api Indonesia (Persero).

Pension Plan of Ex-Perum and Persero

The company administers an insurance program for former Perum employees recruited before August 2009, as well as for Persero employees recruited after August 2009, based on Agreement Number KL.705/VIII/9/KA-2023 and 262/PERJ./AJIFG/U/VIII/2023 dated August 16, 2023, concerning the Addendum and Restatement of the Cooperation Agreement between PT Kereta Api Indonesia (Persero) and PT Asuransi Jiwa IFG regarding the management of the IFG Pension Fund Insurance Program for Employees and the IFG Anuitas Prima Insurance Program for Retirees of PT Kereta Api Indonesia (Persero).

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26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Rincian beban pensiun karyawan Eks-Perum dan Persero yang diakui pada laba rugi konsolidasian sebagai berikut:

The details of the benefit pension ex-Perum and Persero employee expenses in the consolidated profit or loss are as follows:

	2024	2023	
Biaya Jasa Kini	386.324.598	407.654.900	Current Service Cost
Beban Bunga Bersih dari Liabilitas Manfaat Pasti	297.382.333	276.575.472	Net Interest on the Net Defined Benefit Liability
Biaya Jasa Lalu	204.514.366	376.818.322	Past Service Cost
Jumlah	888.221.297	1.061.048.694	Total

Liabilitas sehubungan dengan program pensiun imbalan pasti sebagai berikut:

Liability in respect of the defined benefits pension plan are as follows:

	2024	2023	
Nilai Kini Kewajiban	7.106.519.775	6.972.524.360	Present Value of Obligation
Nilai Wajar Aset Program Dana Pensiun	(2.601.988.126)	(2.570.850.933)	Fair Value of Pension Fund Plan Assets
Jumlah Liabilitas Bersih	4.504.531.649	4.401.673.427	Net Liability

Mutasi liabilitas sebagai berikut:

Movements in liabilities are as follows:

	2024	2023	
Awal Tahun	4.401.673.427	4.037.598.131	Beginning of the Year
Beban Laba Rugi	888.221.297	1.061.048.694	Profit Loss Expenses
Penghasilan Komprehensif Lain	(310.238.848)	(87.896.683)	Other Comprehensive Income
Iuran Dibayar Perusahaan	(475.124.227)	(609.076.715)	Contribution Paid by the Company
Akhir Tahun	4.504.531.649	4.401.673.427	End of Year
Dikurangi Bagian Jangka Pendek	--	--	Less of Short-Term Portion
Bagian Jangka Panjang	4.504.531.649	4.401.673.427	The Long-Term Portion

Mutasi nilai wajar aset program dana pensiun sebagai berikut:

The movements in the fair value of pension plan assets are as follows:

	2024	2023	
Nilai Wajar Aset Program Dana Pensiun			Fair Value of Pension Plan Assets at
Awal Tahun	2.570.850.933	2.294.777.361	Beginning of the Year
Iuran Dibayar Perusahaan	475.124.227	609.076.715	Contribution Paid by the Company
Manfaat Dibayar Pihak Ketiga	(602.317.437)	(628.405.828)	Benefit Paid by Third Party
Pendapatan Bunga	138.400.439	157.192.249	Interest Income
Imbal Hasil Aset Program Non Bunga Neto	19.929.964	138.210.436	Return on Plan Assets Non Interest - Net
Akhir Tahun	2.601.988.126	2.570.850.933	End of Year

Mutasi penghasilan komprehensif lain adalah sebagai berikut:

The movements of other comprehensive income are as follows:

	2024	2023	
Saldo Awal	1.067.380.847	1.155.277.532	Beginning Balance
Tahun Berjalan	(310.238.848)	(87.896.683)	Current Year
Saldo Akhir	757.141.999	1.067.380.849	Ending Balance

26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Komposisi penempatan investasi yang dilakukan atas aset program adalah sebagai berikut:

The composition of investment placement on plan asset program are as follows:

	2024	2023	
	%	%	
Saham	67,18	73,37	Shares
Properti	13,89	11,26	Property
Deposito	6,40	12,40	Time Deposits
Obligasi	3,87	0,87	Bonds
Lain-lain	8,66	2,10	Others
Jumlah	100,00	100,00	Total

Analisa sensitivitas kuantitatif untuk asumsi yang signifikan pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

A quantitative sensitivity analysis for significant assumptions as of December 31, 2024 and 2023 as follows:

	2024	2023	
Analisa Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban			Present Value of Defined
Imbalan Pasti			Benefit Obligation
Akhir Periode			End of Period
Tingkat Diskonto + 1%	6.121.269.981	6.450.671.207	Rate + 1%
Tingkat Diskonto - 1%	8.337.344.506	7.370.945.107	Rate - 1%
Tingkat Kenaikan Gaji + 1%	7.610.808.917	7.369.357.057	Salary Increase + 1%
Tingkat Kenaikan Gaji - 1%	6.653.588.141	6.444.295.205	Salary Increase - 1%

Imbalan Kerja Lainnya

Grup juga memberikan imbalan kerja lainnya berupa uang pesangon, penghargaan masa bakti, dan tunjangan masa persiapan pensiun kepada karyawan yang memenuhi persyaratan sesuai dengan kebijakan Grup. Imbalan program ini tidak didanai dan ditentukan berdasarkan penghasilan dan masa kerja karyawan.

Other Employment Benefits

The Group also provides other defined employment benefit plans such as severance pay, long-service award, and pension preparation year for their eligible employees based on The Group policies. These other post employment benefits are unfunded and computed based on the salaries and service years of the employees.

Detail beban imbalan kerja lainnya yang diakui pada laporan laba rugi konsolidasian sebagai berikut:

The details of the other employment benefits expenses recognized to the consolidated statement of profit or loss are as follows:

	2024	2023	
Biaya Jasa Kini	16.791.091	15.445.707	Current Service Cost
Beban Bunga Bersih			Net Interest on the
dari Liabilitas Manfaat Pasti	3.062.406	3.062.352	Defined Benefit Liability
Biaya Jasa Lalu	(356.677)	8.460.348	Past Service Cost
Jumlah	19.496.820	26.968.407	Total

26. Liabilitas Imbalan Kerja (Lanjutan)

26. Employee Benefits Liabilities (Continued)

Liabilitas sehubungan dengan imbalan kerja lain sebagai berikut:

Liabilities in respect of other employment benefits are as follows:

	2024	2023	
Nilai Kini Kewajiban	164.014.205	131.902.649	Present Value of Obligation
Nilai Wajar Aset Program			Fair Value of Pension Fund
Dana Pensiun	(99.990.132)	(82.396.323)	Plan Assets
Surplus	64.024.073	49.506.326	Surplus
Pembatasan Aset	34.521.231	29.085.370	Restricted Assets
Jumlah Liabilitas Bersih	98.545.304	78.591.696	Net Liability

Mutasi liabilitas sebagai berikut:

Movements in liabilities are as follows:

	2024	2023	
Awal Tahun	78.591.696	60.745.103	Beginning of the Year
Beban Laba Rugi	19.496.820	26.968.407	Profit Loss Expenses
Pembayaran Manfaat	(4.800.333)	(3.576.542)	Benefits Payments
Penghasilan Komprehensif Lain	21.888.840	11.672.377	Other Comprehensive Income
Iuran Dibayar Perusahaan	(16.631.719)	(17.217.649)	Contribution Paid by the Company
Akhir Tahun	98.545.304	78.591.696	End of Year

Mutasi nilai wajar aset program liabilitas imbalan kerja lainnya sebagai berikut:

The movements in the fair value of other employment benefits plan assets are as follows:

	2024	2023	
Nilai Wajar Aset			Fair Value of Pension
Program Dana Pensiun			Plan Assets at
Awal Tahun	82.396.323	62.234.485	Beginning of the Year
Pengembalian Aset Dana yang Diharapkan	5.741.987	5.025.727	Expected Return on Plan Assets
Imbalan Hasil atas Aset Program yang tidak Termasuk dalam Bunga Neto	(3.216.090)	(1.271.731)	Return on Plan Assets
Iuran Dibayar Perusahaan	16.631.719	17.217.649	Plan Assets, which are not Included in Net Interest
Iuran Dibayar Pihak Ketiga	(1.563.807)	(809.807)	Contribution Paid by the Company
Akhir Tahun	99.990.132	82.396.323	End of Year

Mutasi penghasilan komprehensif lain adalah sebagai berikut:

The movements of other comprehensive income are as follows:

	2024	2023	
Saldo Awal	35.710.816	24.038.439	Beginning Balance
Tahun Berjalan	21.888.840	11.672.377	Current Year
Saldo Akhir	57.599.656	35.710.816	Ending Balance

Analisa sensitivitas kuantitatif untuk asumsi yang signifikan pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

A quantitative sensitivity analysis for significant assumptions as of December 31, 2024 and 2023 as follows:

	2024	2023	
Analisa Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban			Present Value of Defined
Imbalan Pasti			Benefit Obligation
Akhir Periode			End of Period
Tingkat Diskonto + 1%	146.844.431	118.765.469	Rate + 1%
Tingkat Diskonto - 1%	183.571.525	145.999.539	Rate - 1%
Tingkat Kenaikan Gaji + 1%	182.875.616	145.742.865	Salary Increase + 1%
Tingkat Kenaikan Gaji - 1%	147.100.761	118.755.840	Salary Increase - 1%

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27. Pinjaman Program PEN

27. PEN Program Loan

	2024	2023	
Pokok Pinjaman (Catatan 42)	2.843.750.000	3.062.500.000	Principal of Loan (Note 42)
Penyesuaian Nilai Wajar	(366.914.007)	(463.343.632)	Fair Value Adjustment
Nilai Wajar Pinjaman	2.476.835.993	2.599.156.368	Fair Value of Loan
Pendapatan Hibah Ditangguhkan	366.914.007	463.343.632	Deferred Grant Income
Jumlah	2.843.750.000	3.062.500.000	Total
Jumlah Bagian Pinjaman Program PEN yang Jatuh Tempo dalam Satu Tahun	473.958.333	437.500.000	Total Portion of PEN Program Maturing within One Year
Bagian Jangka Panjang	2.369.791.667	2.625.000.000	Long Term Loans Portion

Perusahaan menandatangani perjanjian pemberian dana investasi Pemerintah Republik Indonesia dengan PT Sarana Multi Infrastruktur (Persero) dalam bentuk pinjaman dalam rangka program pemulihan ekonomi nasional dengan Akta No.17 tanggal 30 November 2020 yang di hadapan Pratiwi Handayani, Notaris di Jakarta. Keputusan Menteri Keuangan Nomor. 531/KMK.06/2020 tanggal 20 November 2020 tentang Penugasan kepada Perusahaan Perseroan (Persero) PT Sarana Multi Infrastruktur sebagai Pelaksana Investasi Untuk Melaksanakan Investasi Pemerintah dalam Rangka Program Pemulihan Ekonomi Nasional serta Peraturan Menteri Keuangan Nomor. 118/PMK.06/2020 tanggal 2 September 2020 tentang Investasi Dalam Rangka Program Pemulihan Ekonomi Nasional yang selanjutnya disebut Program PEN.

The Company entered into an agreement with PT Sarana Multi Infrastruktur (Persero) by Deed No.17 dated November 30, 2020 by Notary in Jakarta regarding Providing Investment Fund of the Government of Republic Indonesia in the form of loan for the National Economic Recovery Program. Minister of Finance Decree Number.531/KMK.06/2020 dated November 20, 2020 concerning the Assignment to the Limited Liability Company (Persero) PT Sarana Multi Infrastruktur as an Investment executor to Implement Government Investment in the order of the National Economic Recovery Program and Regulation of the Minister of Finance Number.118/PMK.06/2020 dated September 2, 2020, concerning Investment in the order of the National Economic Recovery Program, hereinafter referred to as the PEN Program.

Informasi lain mengenai Program PEN pada 31 Desember 2024 adalah sebagai berikut:

Other Information about PEN Program as of December 31, 2024 as follow:

Kreditur/ Creditor	Nama Fasilitas/ Facility Name	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date Of Credit Agreement	Suku Bunga Per Tahun/ Interest rate per annum	Agunan/ Collateral	Financial Covenant
Perusahaan/The Company					
Pinjaman Program Pemulihan Ekonomi Nasional (PEN)/ Pemulihan Ekonomi Nasional (PEN) Program Loan					
Pemerintah Republik Indonesia	Pemulihan Ekonomi Nasional (PEN)	31 Oktober 2030/ October 31, 2030	Sampai dengan 31 Desember 2027 Repo rate - 100 BPS 1 Januari 2028 sampai dengan lunas SUN tenor 3 tahun - 100 BPS/ Until December 31, 2027 Repo rate - 100 BPS January 1, 2028 until the 3 year SUN tenor is paid off - 100 BPS	-	Indikator pembayaran bunga: Interest Coverage Ratio (ICR) >1,0 kali Indikator Pembayaran pokok: Debt to CFO >0 kali dan <10 kali/ Interest payment indicators: Interest Coverage Ratio (ICR) >1,0 times Principal Payment Indicators: Debt to CFO >0 times and <10 times

Mutasi atas saldo fasilitas tersebut adalah sebagai berikut:

Movement of the balance of these facilities are as follow:

	2024					
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Non Kas/ Non-Cash	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/The Company						
Pinjaman Program Pemulihan Ekonomi Nasional (PEN)/ Pemulihan Ekonomi Nasional (PEN) Program Loan						
Pemerintah Republik Indonesia	3.062.500.000	--	(218.750.000)	--	2.843.750.000	157.591.146

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27. Pinjaman Program PEN (Lanjutan)

27. PEN Program Loan (Continued)

Kreditur/ Creditor	2023					
	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Non Kas/ Non-Cash	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/The Company						
Pinjaman Program Pemulihan Ekonomi Nasional (PEN)/ Pemulihan Ekonomi Nasional (PEN) Program Loan						
Pemerintah Republik Indonesia	3.500.000.000	--	(437.500.000)	--	3.062.500.000	145.651.042

28. Pinjaman Jangka Panjang

28. Long-term Loans

	2024	2023	
Pihak Berelasi (Catatan 42)	18.175.754.013	12.829.344.797	Related Parties (Note 42)
Pihak Ketiga			Third Parties
China Development Bank	7.149.335.122	--	China Development Bank
PT Bank Central Asia Tbk	3.232.468.178	3.419.813.820	PT Bank Central Asia Tbk
PT BPD Sumatera Utara	599.644.576	297.749.174	PT BPD Sumatera Utara
PT Bank DKI	575.616.922	568.687.305	PT Bank DKI
PT Bank KEB Hana Indonesia	575.616.922	568.687.305	PT Bank KEB Hana Indonesia
PT Bank Mega Tbk	575.616.922	568.687.305	PT Bank Mega Tbk
PT Bank Pembangunan Daerah Papua	497.112.072	--	PT Bank Pembangunan Daerah Papua
PT BPD Sumatera Selatan dan Bangka Belitung	331.801.284	327.806.864	PT BPD Sumatera Selatan dan Bangka Belitung
PT Bank CIMB Niaga Tbk	55.939.841	2.470.630.404	PT Bank CIMB Niaga Tbk
Export-Import Bank of United States	9.860.152	100.890.342	Export-Import Bank of United States
PT Bank Shinhan	--	284.343.654	PT Bank Shinhan
Sub Jumlah	13.603.011.991	8.607.296.173	Sub Total
Jumlah	31.778.766.004	21.436.640.970	Total
Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun			Current Portion of Long-Term Loans Maturing
Pihak Berelasi (Catatan 42)	1.198.921.707	929.940.459	Related Parties (Note 42)
Pihak Ketiga			Third Parties
PT Bank Central Asia Tbk	291.696.225	235.672.613	PT Bank Central Asia Tbk
PT Bank CIMB Niaga Tbk	77.974.898	18.221.633	PT Bank CIMB Niaga Tbk
PT Bank DKI	17.948.186	4.194.238	PT Bank DKI
PT Bank KEB Hana Indonesia	17.948.186	4.194.238	PT Bank KEB Hana Indonesia
PT Bank Mega Tbk	17.948.186	4.194.238	PT Bank Mega Tbk
PT BPD Sumatera Utara	17.928.551	2.056.743	PT BPD Sumatera Utara
PT Bank Pembangunan Daerah Papua	15.191.533	--	PT Bank Pembangunan Daerah Papua
PT BPD Sumatera Selatan dan Bangka Belitung	10.941.686	2.556.918	PT BPD Sumatera Selatan dan Bangka Belitung
Export-Import Bank of United States	9.860.152	91.485.309	Export-Import Bank of United States
PT Bank Shinhan Indonesia	8.974.093	2.097.119	PT Bank Shinhan Indonesia
Sub Jumlah	486.411.696	364.673.049	Sub Jumlah
Jumlah Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun	1.685.333.403	1.294.613.508	Total Current Portion of Long Term Loans
Bagian Jangka Panjang	30.093.432.601	20.142.027.462	Long Term Loans Portion

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Berdasarkan mata uang:

Based on currencies:

	2024	2023	
Berdasarkan Mata Uang:			By Currencies:
Rupiah	24.619.570.730	21.335.750.628	Rupiah
Dolar Amerika Serikat	3.743.201.342	100.890.342	United States Dollar
Yuan China	3.415.993.932	--	Yuan China
Jumlah Pinjaman Jangka Panjang	31.778.766.004	21.436.640.970	Total Long Term Loans Portion
Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun			Current Portion of Long-Term Loans Maturing
Rupiah	1.675.473.251	1.203.128.199	Rupiah
Dolar Amerika Serikat	9.860.152	91.485.309	United States Dollar
Jumlah Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun	1.685.333.403	1.294.613.508	Total Current Portion of Long Term Loans
Rupiah	22.944.097.479	20.132.622.429	Rupiah
Dolar Amerika Serikat	3.733.341.190	9.405.033	United States Dollar
Yuan China	3.415.993.932	--	Yuan China
Bagian Jangka Panjang	30.093.432.601	20.142.027.462	Long-Term Loans Portion

Informasi lain mengenai Pinjaman Bank
Jangka Panjang pada 31 Desember 2024
adalah sebagai berikut:

Other Information about Long-term Bank Loans
as of December 31, 2024 as follow:

Kreditur/ Creditor	Nama Fasilitas/ Facility Name	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date Of Credit Agreement	Suku Bunga Per Tahun/ Interest rate per annum	Agunan/ Collateral	Financial Covenant
Perusahaan/The Company					
Pinjaman Sindikasi Proyek Pengadaan 144 unit lokomotif, 1.200 unit gerbong (KKBW) dan 1.200 unit gerbong (PPCW)/ Syndicated Loan Project Procurement of 144 units of locomotives, 1,200 units of carriages (KKBW) and 1,200 units of carriages (PPCW)					
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	Tahap I : 25 Juli 2025/ July 25, 2025 Tahap II : 8 Agustus 2026/ August 8, 2026	6,05% - 11,12%	Asset sarana yang dibiayai/ Funded facility assets	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	Tahap I : 25 Juli 2025/ July 25, 2025 Tahap II : 8 Agustus 2026/ August 8, 2026	6,05% - 11,12%	Asset sarana yang dibiayai/ Funded facility assets	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
Proyek Pengadaan 10 Set KRL Komuter Jabodetabek/ Procurement Project for 10 Sets of Jabodetabek Commuter KRL					
Kementerian Keuangan	Term Loan II Berulang/ Revolving	1 Desember 2047/ December 1, 2047	7,50% - 8,38%	-	-
Proyek Pengadaan 600 KKBW, 600 PPCW dan 1.213 KKBW/ Procurement Project of 600 KKBW, 600 PPCW and 1,213 KKBW					
PT Bank Central Asia Tbk	Term Loan II Berulang/ Revolving	Tahap I & II : 25 November 2026/ November 25, 2026 Tahap III : 4 Maret 2028/ March 4, 2028	6,00% - 10,26%	Asset sarana yang dibiayai/ Funded facility assets	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Kreditur/ Creditor	Nama Fasilitas/ Facility Name	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date Of Credit Agreement	Suku Bunga Per Tahun/ Interest rate per annum	Agunan/ Collateral	Financial Covenant
Pinjaman Sindikasi Commuterline (Jabodetabek)/ Commuterline Syndicated Loan (Jabodetabek)					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	Tahap I : 10 Mei 2028/ May 10, 2028 Tahap II : 25 Juni 2029/ June 25, 2029	3,00% - 11,66%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	Tahap I : 10 Mei 2028/ May 10, 2028 Tahap II : 25 Juni 2029/ June 25, 2029	3,00% - 11,66%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	Tahap I : 10 Mei 2028/ May 10, 2028 Tahap II : 25 Juni 2029/ June 25, 2029	3,00% - 11,66%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Central Asia Tbk	Sindikasi/ Syndicated	Tahap I : 10 Mei 2028/ May 10, 2028 Tahap II : 25 Juni 2029/ June 25, 2029	3,00% - 11,66%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
Proyek Pengadaan 50 Lokomotif General Electric/ Procurement Project for 50 General Electric Locomotives					
Export-Import Bank of United States	Term Loan II Berulang/ Revolving	Tarikan I : 15 Maret 2024/ March 15, 2024 Tarikan II : 15 Juni 2024/ June 15, 2024 Tarikan III : 15 Maret 2025/ March 15, 2025	2,54%	Asset sarana yang dibiayai/ Funded facility assets	-
Perjanjian Sindikasi Bandara Soekarno Hatta (Basoetta)/ Soekarno Hatta Airport (Basoetta) Syndication Agreement					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	31 Oktober 2030/ October 31, 2030	6,75% - 11,69%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	31 Oktober 2030/ October 31, 2030	6,75% - 11,69%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	31 Oktober 2030/ October 31, 2030	6,75% - 11,69%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
PT Bank Central Asia Tbk	Sindikasi/ Syndicated	31 Oktober 2030/ October 31, 2030	6,75% - 11,69%	Gadai Rekening dan Fidusia atas Tagihan/ Pawn account and fiduciary on bills	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Cash Flow Operation positif
Perjanjian Pinjaman Sindikasi Proyek Light Rail Transit (LRT)/ Light Rail Transit (LRT) Project Syndicated Loan Agreement					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Central Asia Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank CIMB Niaga Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Kreditur/ Creditor	Nama Fasilitas/ Facility Name	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date Of Credit Agreement	Suku Bunga Per Tahun/ Interest rate per annum	Agunan/ Collateral	Financial Covenant
PT Sarana Multi Infrastruktur (Persero)	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
The Bank of Tokyo-Mitsubishi UFJ, Ltd	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Shinhan Indonesia	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank KEB Hana Indonesia	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank DKI	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT BPD Sumatera Selatan dan Bangka Belitung	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT Bank Mega Tbk	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
PT BPD Sumatera Utara	Sindikasi/ Syndicated	15 tahun sejak terpenuhinya seluruh syarat efektif pemberian kredit / 15 years as from the fulfillment of all effective conditions for granting credit	7,49% - 9,25%	Jaminan Pemerintah/ Government Guarantee	Debt to Equity Ratio Max 500%
Perusahaan/The Company					
Pinjaman Transaksi Khusus/ Special Transaction Loans					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	26 Desember 2026/ December 26, 2026	7,25% - 10,15%	Negative Pledge	Debt to Equity Ratio Max 300%
Lembaga Pembiayaan Ekspor Impor	Sindikasi/ Syndicated	26 Desember 2026/ December 26, 2026	7,25% - 10,15%	Negative Pledge	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Current Ratio min 100%
PT Sarana Multi Infrastruktur (Persero)	Sindikasi/ Syndicated	26 Desember 2026/ December 26, 2026	7,25% - 10,15%	Negative Pledge	Debt to Equity Ratio Max 300% Debt Service Coverage Ratio min 1.25 x Current Ratio min 100%
Perjanjian Pinjaman CDB/ CDB Syndicated Loan Agreement					
China Development Bank	Fasilitas A/ Facility A	25 April 2069/ April 25, 2069	3,20%	Jaminan Pemerintah/ Government Guarantee	Total Liabilities to Asset Ratio Max 85%
China Development Bank	Fasilitas B/ Facility B	25 April 2069/ April 25, 2069	3,10%	Jaminan Pemerintah/ Government Guarantee	Total Liabilities to Asset Ratio Max 85%
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia					
Proyek Pengembangan Commuterline Jabodetabek/ Jabodetabek Commuterline Development Project					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	25 Desember 2027/ December 25, 2027	9,38-9,77%	-Fiduciary of movable assets - Fiduciary on bills - Fiduciary over bank accounts - Company Guarantee	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	25 Desember 2027/ December 25, 2027	9,38-9,77%	-Fiduciary of movable assets - Fiduciary on bills - Fiduciary over bank accounts - Company Guarantee	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	25 Desember 2027/ December 25, 2027	9,38-9,77%	-Fiduciary of movable assets - Fiduciary on bills - Fiduciary over bank accounts - Company Guarantee	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Central Asia Tbk	Sindikasi/ Syndicated	25 Desember 2027/ December 25, 2027	9,38-9,77%	-Fiduciary of movable assets - Fiduciary on bills - Fiduciary over bank accounts - Company Guarantee	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Kreditur/ Creditor	Nama Fasilitas/ Facility Name	Tanggal Jatuh Tempo Perjanjian Kredit/ Maturity Date Of Credit Agreement	Suku Bunga Per Tahun/ Interest rate per annum	Agunan/ Collateral	Financial Covenant
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia					
Proyek Pengadaan 10 Unit Rangkaian Kereta/ Procurement Project for 10 Train Series Units					
PT Bank Mandiri (Persero) Tbk	Sindikasi/ Syndicated	19 Januari 2031/ January 19, 2031	9,38-9,77%	Sarana KRL/ Rolling stock KRL	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Negara Indonesia (Persero) Tbk	Sindikasi/ Syndicated	19 Januari 2031/ January 19, 2031	9,38-9,77%	Sarana KRL/ Rolling stock KRL	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Rakyat Indonesia (Persero) Tbk	Sindikasi/ Syndicated	19 Januari 2031/ January 19, 2031	9,38-9,77%	Sarana KRL/ Rolling stock KRL	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
PT Bank Central Asia Tbk	Sindikasi/ Syndicated	19 Januari 2031/ January 19, 2031	9,38-9,77%	Sarana KRL/ Rolling stock KRL	Debt to Equity Ratio Max 300% Current Ratio min 100% Debt Service Coverage Ratio min 1.50 x
Entitas Anak/ Subsidiaries - PT KA Properti Manajemen					
Pengadaan Managed Service Automatic Fare Collection (AFC) LRT Jabodebek/ Procurement Managed Service Automatic Fare Collection (AFC) LRT Jabodebek					
PT Bank Mandiri (Persero) Tbk	Tidak Berulang/ No Revolving	9 Maret 2027 / March 9, 2027	7,51%	- Tagihan dan pendapatan dari proyek AFC yang akan diikat fidusia / Bills and revenues from the AFC project that will pay the fiduciary - Omzet kontrak yang akan diikat cessie / Contract turnover that will pay cessie - Rekening penerimaan kontrak yang akan diikat dengan pengikatan gadai / Account acceptance of the contract to be taken with the binding of the pledge	Debt to Equity Ratio Max 2.00 Debt Service Coverage Ratio min 1.25

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Mutasi atas saldo fasilitas tersebut adalah sebagai berikut:

Movement of the balance of these facilities are as follow:

2024							
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Pengalihan/ Diversion	Non Kas/ Non-Cash	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/The Company							
Pinjaman Sindikasi Proyek Pengadaan 144 unit lokomotif, 1.200 unit gerbong (KKBW) dan 1.200 unit gerbong (PPCW)/ Procurement of 144 units of locomotive, 1,200 units of the wagon (KKBW) and 1,200 units of wagon (PPCW)							
PT Bank Negara Indonesia (Persero) Tbk	396.127.481	--	(189.400.000)	--	--	206.727.481	28.221.627
PT Bank Rakyat Indonesia (Persero) Tbk	396.127.481	--	(189.400.000)	--	--	206.727.481	28.221.627
Proyek Pengadaan 10 Set KRL Commuter Jabodetabek/ Procurement of 10 set KRL Jabodetabek Commuter Railways Project							
Kementerian Keuangan	23.425.649	--	(1.018.507)	--	--	22.407.142	1.678.451
Proyek Pengadaan 600 KKBW, 600 PPCW dan 1.213 KKBW/ Procurement of 600 KKBW, 600 PPCW and 1,213 PPCW Project							
PT Bank Central Asia Tbk	464.159.139	--	(133.910.247)	--	--	330.248.892	38.283.943
Pinjaman Sindikasi Commuterline (Jabodetabek)/ Syndicated Loan Agreement of Commuterline (Jabodetabek)							
PT Bank Mandiri (Persero) Tbk	98.089.205	--	(19.989.170)	--	--	78.100.035	9.208.072
PT Bank Negara Indonesia (Persero) Tbk	98.089.206	--	(19.989.170)	--	--	78.100.036	9.208.072
PT Bank Rakyat Indonesia (Persero) Tbk	97.584.843	--	(19.886.388)	--	--	77.698.455	9.160.725
PT Bank Central Asia Tbk	98.089.206	--	(19.989.170)	--	--	78.100.036	9.208.072
Proyek Pengadaan 50 Lokomotif General Electric/ Procurement of 50 General Electric Locomotives Piroject							
Export-Import Bank of United States	100.890.342	--	(94.251.536)	--	3.221.346	9.860.152	1.170.095
Perjanjian Sindikasi Bandara Soekarno Hatta (Basoetta)/ Syndicated Loan Agreement os Soekarno Hatta Aripot (Basoetta)							
PT Bank Mandiri (Persero) Tbk	243.711.626	--	(34.815.947)	--	--	208.895.679	23.445.203
PT Bank Negara Indonesia (Persero) Tbk	243.711.626	--	(34.815.947)	--	--	208.895.679	23.445.203
PT Bank Rakyat Indonesia (Persero) Tbk	243.711.626	--	(34.815.947)	--	--	208.895.679	23.445.203
PT Bank Central Asia Tbk	243.711.626	--	(34.815.947)	--	--	208.895.679	23.445.203
Pinjaman Transaksi Khusus/ Special Transaction Loan (PTK)							
PT Bank Mandiri (Persero) Tbk	254.640.000	--	(85.020.000)	--	--	169.620.000	18.420.085
Lembaga Pembiayaan Ekspor Impor	198.044.000	--	(66.132.000)	--	--	131.912.000	14.325.727
PT Sarana Multi Infrastruktur (Persero)	226.363.000	--	(75.564.000)	--	--	150.799.000	16.375.169
Biaya Transaksi yang Belum Diamortisasi/ Unamortized transaction cost							
	(2.472.898)	--	--	--	768.226	(1.704.672)	--
Perjanjian Pinjaman Sindikasi Proyek Light Rail Transit (LRT)-Tahap I/ Light Rail Transit (LRT) Syndicated Loan Agreement							
PT Bank Mandiri (Persero) Tbk	3.088.288.005	63.293.114	(24.103.731)	2.731.046.655	--	5.858.524.043	212.293.033
PT Bank Rakyat Indonesia (Persero) Tbk	2.470.630.404	44.915.597	(14.810.258)	--	--	2.500.735.743	143.574.958
PT Bank Negara Indonesia (Persero) Tbk	2.470.630.404	44.915.597	(14.810.258)	--	--	2.500.735.743	143.574.958
PT Bank Central Asia Tbk	2.470.630.404	44.915.597	(14.810.258)	--	--	2.500.735.743	143.574.958
PT Bank CIMB Niaga Tbk	2.470.630.404	38.452.919	(9.645.476)	(2.443.498.006)	--	55.939.841	113.209.624
PT Sarana Multi Infrastruktur (Persero)	1.852.972.804	33.686.698	(11.107.694)	--	--	1.875.551.808	107.681.218
PT Bank Shinhan Indonesia	284.343.654	4.483.374	(1.278.379)	(287.548.649)	--	--	14.064.970
PT Bank KEB Hana Indonesia	568.687.305	10.338.628	(3.409.011)	--	--	575.616.922	33.047.944
PT Bank DKI	568.687.305	10.338.628	(3.409.011)	--	--	575.616.922	33.047.944
PT Bank Mega Tbk	568.687.305	10.338.628	(3.409.011)	--	--	575.616.922	33.047.944
PT BPD Sumatera Selatan dan Bangka Belitung	327.806.864	5.959.467	(1.965.047)	--	--	331.801.284	19.049.736
PT BPD Sumatera Utara	297.749.174	5.413.024	(1.784.865)	--	--	301.377.333	17.303.003
Perjanjian Pinjaman Sindikasi Proyek Light Rail Transit (LRT)-Tahap II/ Light Rail Transit (LRT) Syndicated Loan Agreement							
PT Bank Mandiri (Persero) Tbk	--	1.163.160.325	(8.884.193)	499.278.018	--	1.653.554.150	57.690.080
PT Bank Rakyat Indonesia (Persero) Tbk	--	620.352.173	(3.583.065)	--	--	616.769.108	26.076.979
PT Bank Negara Indonesia (Persero) Tbk	--	1.085.616.303	(6.270.364)	--	--	1.079.345.939	45.634.713
PT Bank Permata Tbk	--	500.000.000	(721.982)	(499.278.018)	--	--	12.222.138
PT Bank Papua	--	500.000.000	(2.887.928)	--	--	497.112.072	21.017.883
PT BPD Sumatera Utara	--	300.000.000	(1.732.757)	--	--	298.267.243	12.417.396
Perjanjian Pinjaman CDB/ CDB Syndicated Loan Agreement							
China Development Bank (USD)	--	3.634.475.330	--	--	98.865.860	3.733.341.190	84.473.886
China Development Bank (RMB)	--	3.374.909.499	--	--	41.084.433	3.415.993.932	76.417.979
Subtotal	20.863.747.190	11.495.564.901	(1.182.437.264)	--	143.939.865	31.320.814.692	1.626.683.820

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

2024							
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Pengalihan/ Diversion	Non Kas/ Non-Cash	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia							
Proyek Pengembangan Commuterline Jabodetabek/ Jabodetabek Commuterline Development Project							
PT Bank Mandiri (Persero) Tbk	42.629.695	--	(14.860.617)	--	--	27.769.078	3.766.155
PT Bank Negara Indonesia (Persero) Tbk	42.629.695	--	(14.860.617)	--	--	27.769.078	3.766.155
PT Bank Rakyat Indonesia (Persero) Tbk	42.629.695	--	(14.860.617)	--	--	27.769.078	3.766.155
PT Bank Central Asia Tbk	42.629.695	--	(14.860.617)	--	--	27.769.078	3.766.155
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia							
Proyek Pengadaan 10 Unit Rangkaian Kereta/ Procurement of 10 trainset units							
PT Bank Mandiri (Persero) Tbk	100.593.750	--	(13.875.000)	--	--	86.718.750	9.696.097
PT Bank Negara Indonesia (Persero) Tbk	100.593.750	--	(13.875.000)	--	--	86.718.750	9.696.097
PT Bank Rakyat Indonesia (Persero) Tbk	100.593.750	--	(13.875.000)	--	--	86.718.750	9.696.097
PT Bank Central Asia Tbk	100.593.750	--	(13.875.000)	--	--	86.718.750	9.696.097
Subtotal	572.893.780	--	(114.942.468)	--	--	457.951.312	53.849.010
Total	21.436.640.970	11.495.564.901	(1.297.379.732)	--	143.939.865	31.778.766.004	1.680.532.830
2023							
Kreditur/ Creditor	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Non-kas/ Non-Cash		Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Perusahaan/The Company							
Pinjaman Sindikasi Proyek Pengadaan 144 unit lokomotif, 1.200 unit gerbong (KKBW) dan 1.200 unit gerbong (PPCW)/ Procurement of 144 units of locomotive, 1,200 units of the wagon (KKBW) and 1,200 units of wagon (PPCW)							
PT Bank Negara Indonesia (Persero) Tbk	585.527.481	--	(189.400.000)	--	--	396.127.481	43.412.224
PT Bank Rakyat Indonesia (Persero) Tbk	585.527.481	--	(189.400.000)	--	--	396.127.481	43.412.224
Proyek Pengadaan 10 Set KRL Commuter Jabodetabek/ Procurement of 10 set KRL Jabodetabek Commuter Railways Project							
Kementerian Keuangan	24.444.156	--	(1.018.507)	--	--	23.425.649	1.747.391
Proyek Pengadaan 600 KKBW, 600 PPCW dan 1.213 KKBW/ Procurement of 600 KKBW, 600 PPCW and 1,213 PPCW Project							
PT Bank Central Asia Tbk	598.069.386	--	(133.910.247)	--	--	464.159.139	48.599.946
Pinjaman Sindikasi Commuterline (Jabodetabek)/ Syndicated Loan Agreement of Commuterline (Jabodetabek)							
PT Bank Mandiri (Persero) Tbk	118.078.376	--	(19.989.171)	--	--	98.089.205	10.821.765
PT Bank Negara Indonesia (Persero) Tbk	118.078.376	--	(19.989.170)	--	--	98.089.206	10.821.765
PT Bank Rakyat Indonesia (Persero) Tbk	117.471.231	--	(19.886.388)	--	--	97.584.843	10.766.121
PT Bank Central Asia Tbk	118.078.376	--	(19.989.170)	--	--	98.089.206	10.821.765
Proyek Pengadaan 50 Lokomotif General Electric/ Procurement of 50 General Electric Locomotives Piroject							
Export-Import Bank of United States	277.446.558	--	(168.926.302)	(7.629.914)	--	100.890.342	4.735.673
Perjanjian Sindikasi Bandara Soekarno Hatta (Basoetta)/ Syndicated Loan Agreement os Soekarno Hatta Aripot (Basoetta)							
PT Bank Mandiri (Persero) Tbk	278.527.572	--	(34.815.946)	--	--	243.711.626	25.985.092
PT Bank Negara Indonesia (Persero) Tbk	278.527.572	--	(34.815.946)	--	--	243.711.626	25.985.092
PT Bank Rakyat Indonesia (Persero) Tbk	278.527.572	--	(34.815.946)	--	--	243.711.626	25.985.092
PT Bank Central Asia Tbk	278.527.572	--	(34.815.946)	--	--	243.711.626	25.985.092
Pinjaman Transaksi Khusus/ Special Transaction Loan (PTK)							
PT Bank Mandiri (Persero) Tbk	317.520.000	--	(62.880.000)	--	--	254.640.000	24.584.560
Lembaga Pembiayaan Ekspor Impor	246.956.000	--	(48.912.000)	--	--	198.044.000	19.120.775
PT Sarana Multi Infrastruktur (Persero)	282.247.000	--	(55.884.000)	--	--	226.363.000	21.853.876
Biaya Transaksi yang Belum Diamortisasi/ Unamortized transaction cost							
	(3.241.123)	--	--	--	768.225	(2.472.898)	--
Perjanjian Pinjaman Sindikasi Proyek Light Rail Transit (LRT)/ Light Rail Transit (LRT) Syndicated Loan Agreement							
PT Bank Mandiri (Persero) Tbk	2.525.463.436	562.824.569	--	--	--	3.088.288.005	56.245.833
PT Bank Rakyat Indonesia (Persero) Tbk	2.020.370.748	450.259.656	--	--	--	2.470.630.404	44.996.667
PT Bank Negara Indonesia (Persero) Tbk	2.020.370.748	450.259.656	--	--	--	2.470.630.404	44.996.667
PT Bank Central Asia Tbk	2.020.370.748	450.259.656	--	--	--	2.470.630.404	44.996.667
PT Bank CIMB Niaga Tbk	2.020.370.749	450.259.655	--	--	--	2.470.630.404	44.996.667
PT Sarana Multi Infrastruktur (Persero)	1.515.278.062	337.694.742	--	--	--	1.852.972.804	33.747.500
PT Bank Shinhan Indonesia	232.523.488	51.820.166	--	--	--	284.343.654	5.178.645
PT Bank KEB Hana Indonesia	465.046.975	103.640.330	--	--	--	568.687.305	10.357.289
PT Bank DKI	465.046.975	103.640.330	--	--	--	568.687.305	10.357.289
PT Bank Mega Tbk	465.046.975	103.640.330	--	--	--	568.687.305	10.357.289
PT BPD Sumatera Selatan dan							
Bangka Belitung	286.151.843	41.655.021	--	--	--	327.806.864	5.970.224
PT BPD Sumatera Utara	225.399.833	72.349.341	--	--	--	297.749.174	5.422.794
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia							
Proyek Pengembangan Commuterline Jabodetabek/ Jabodetabek Commuterline Development Project							
PT Bank Mandiri (Persero) Tbk	57.490.313	--	(14.860.618)	--	--	42.629.695	5.078.389
PT Bank Negara Indonesia (Persero) Tbk	57.490.313	--	(14.860.618)	--	--	42.629.695	5.078.389
PT Bank Rakyat Indonesia (Persero) Tbk	57.490.313	--	(14.860.618)	--	--	42.629.695	5.078.389
PT Bank Central Asia Tbk	57.490.313	--	(14.860.618)	--	--	42.629.695	5.078.389
Subjumlah/ Subtotal	18.991.715.418	3.178.303.452	(1.128.891.211)	--	(6.861.689)	21.034.265.970	692.575.540

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28. Pinjaman Jangka Panjang (Lanjutan)

28. Long-term Loans (Continued)

Kreditur/ Creditor	2023					
	Saldo Awal/ Beginning Balance	Pencairan/ Drawdown	Pembayaran/ Payment	Non-kas/ Non-Cash	Saldo Akhir/ Ending Balance	Pembayaran Bunga/ Interest Payment
Entitas Anak/ Subsidiaries - PT Kereta Commuter Indonesia						
Proyek Pengadaan 10 Unit Rangkaian Kereta/ Procurement of 10 trainset units						
PT Bank Mandiri (Persero) Tbk	114.468.750	--	(13.875.000)	--	100.593.750	10.456.828
PT Bank Negara Indonesia (Persero) Tbk	114.468.750	--	(13.875.000)	--	100.593.750	10.456.828
PT Bank Rakyat Indonesia (Persero) Tbk	114.468.750	--	(13.875.000)	--	100.593.750	10.456.828
PT Bank Central Asia Tbk	114.468.750	--	(13.875.000)	--	100.593.750	10.456.828
Entitas Anak/ Subsidiaries - PT KA Properti Manajemen						
Pengadaan Managed Service Automatic Fare Collection (AFC) LRT Jabodebek/ Procurement Managed Service Automatic Fare Collection (AFC) LRT Jabodebek						
PT Bank Mandiri (Persero) Tbk	30.000.000	22.000.000	(52.000.000)	--	--	881.343
Subjumlah/ Subtotal	487.875.000	22.000.000	(107.500.000)	--	402.375.000	42.708.655
Jumlah/ Total	19.479.590.418	3.200.303.452	(1.236.391.211)	(6.861.689)	21.436.640.970	735.284.195

29. Utang Obligasi

29. Bonds Payable

Rincian utang obligasi adalah sebagai berikut:

The details of bonds payable are as follows:

	2024	2023	
Obligasi I Kereta			Kereta Api
Api Indonesia Tahun 2017:			Indonesia Bond I Year 2017:
Seri B	--	1.000.000.000	Seri B
Sub Jumlah	--	1.000.000.000	Sub Total
Obligasi II Kereta			Kereta Api
Api Indonesia Tahun 2019:			Indonesia Bond II Year 2019:
Seri A	--	900.000.000	Seri A
Seri B	1.100.000.000	1.100.000.000	Seri B
Sub Jumlah	1.100.000.000	2.000.000.000	Sub Total
Obligasi Berkelanjutan I Kereta			Kereta Api Indonesia
Api Indonesia Tahap I Tahun 2022:			Continuing Bond I Phase I Year 2022:
Seri A	634.000.000	634.000.000	Seri A
Seri B	866.000.000	866.000.000	Seri B
Sub Jumlah	1.500.000.000	1.500.000.000	Sub Total
Obligasi Berkelanjutan I Kereta			Kereta Api Indonesia
Api Indonesia Tahap II Tahun 2024:			Continuing Bond I Phase II Year 2024:
Seri A	67.000.000	--	Seri A
Seri B	295.500.000	--	Seri B
Seri C	337.500.000	--	Seri C
Sub Jumlah	700.000.000	--	Sub Total
Obligasi Berkelanjutan II Kereta			Kereta Api Indonesia
Api Indonesia Tahap I Tahun 2024:			Continuing Bond II Phase I Year 2024:
Seri A	437.800.000	--	Seri A
Seri B	448.360.000	--	Seri B
Seri C	613.840.000	--	Seri C
Sub Jumlah	1.500.000.000	--	Sub Total
Jumlah	4.800.000.000	4.500.000.000	Total
Biaya Penerbitan Obligasi yang belum Diamortisasi	(13.165.392)	(6.677.456)	Unamortized Bond Issuance Cost
Jumlah Utang Obligasi	4.786.834.608	4.493.322.544	Total Bonds Payable

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29. Utang Obligasi (Lanjutan)

29. Bonds Payable (Continued)

	2024	2023	
Bagian Utang Obligasi yang Jatuh Tempo dalam Satu Tahun			Portion of Obligation Maturing within One Year
Obligasi I Kereta Api Indonesia Tahun 2017: Seri B	--	1.000.000.000	Kereta Api Indonesia Bond I Year 2017: Seri B
Obligasi II Kereta Api Indonesia Tahun 2019: Seri A	--	900.000.000	Kereta Api Indonesia Bond II Year 2019: Seri A
Biaya Penerbitan Obligasi yang belum Diamortisasi	--	(1.147.075)	Unamortized Bond Issuance Cost
Jumlah Bagian Obligasi yang Jatuh Tempo dalam Satu Tahun	--	1.898.852.925	Total Portion of Obligation Maturing within One Year
Bagian Jangka Panjang	4.786.834.608	2.594.469.619	Long Term Portion

Jumlah pembayaran kembali untuk utang obligasi menurut tahun jatuh tempo adalah sebagai berikut:

The amounts of repayments of bond payable by years of maturity are as follow:

Tahun Jatuh Tempo/ Year of Maturity	Jumlah/ Total (Rp)
2026	1.100.000.000
2027	1.138.800.000
2029	1.609.860.000
2031	951.340.000
Total	4.800.000.000

a. Obligasi I Kereta Api Indonesia Tahun 2017

Pada tanggal 13 November 2017, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Kereta Api Indonesia tahun 2017 dengan 2 (dua) seri yaitu:

- Seri A senilai Rp1.000.000.000 dengan suku bunga 7,75% per tahun. Pada tanggal 18 November 2022, Perusahaan telah melunasi Obligasi I seri A Kereta Api Indonesia Tahun 2017 sebesar Rp1.000.000.000 sesuai jadwal.
- Seri B senilai Rp1.000.000.000 dengan suku bunga 8,25% per tahun, akan jatuh tempo tanggal 21 November 2024. Perusahaan telah melunasi Obligasi I seri B Kereta Api Indonesia Tahun 2017 sebesar Rp1.000.000.000 sesuai jadwal.

Total dana yang diterima Perusahaan pada tanggal 21 November 2017, dari hasil penerbitan perdana Obligasi I tahun 2017 adalah sebesar Rp2.000.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi Grup, sekitar 55% dari dana yang diperoleh akan digunakan untuk penyelesaian proyek KA Bandara Soekarno-Hatta (Basoetta) dan sekitar 45% akan digunakan untuk pembelian kereta.

a. Kereta Api Indonesia Bonds I year 2017

On November 13, 2017, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia Bonds I year 2017 with 2 (two) series which are as follows:

- A Series amounting to Rp1,000,000,000 with a fixed interest rate of 7.75% per annum. On November 18, 2022, The Company has paid off Kereta Api Indonesia 2017 Bond I series A year 2017 of Rp1,000,000,000 on schedule.
- B Series amounting to Rp1,000,000,000 with annual interest rate of 8.25%. The bonds payable will mature on November 21, 2024, The Company has paid off Kereta Api Indonesia 2017 Bond I series B year 2017 of Rp1,000,000,000 on schedule.

Total funds received by the Company on November 21, 2017, from the first issuance of Bonds I year 2017 was Rp2,000,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and The Group prospectus for bonds payable, approximately 55% of funds received will be used for Soekarno-Hatta (Basoetta) Airport Train project and approximately 45% for purchasing trains.

29. Utang Obligasi (Lanjutan)

Obligasi ditawarkan dengan nilai 100% dari jumlah pokok. Bunga obligasi dibayarkan setiap triwulan.

Obligasi I Kereta Api Indonesia mendapatkan peringkat "AAA" untuk penerbitan obligasi dari PT Pemeringkat Efek Indonesia (PEFINDO). Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan bunga.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- a. Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- b. Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Pada 30 Agustus 2024, Obligasi I Kereta Api Indonesia mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 21 November 2024.

b. Obligasi II Kereta Api Indonesia Tahun 2019

Pada tanggal 6 Desember 2019, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi II Kereta Api Indonesia tahun 2019 dengan 2 (dua) seri yaitu:

- a. Seri A senilai Rp900.000.000 dengan suku bunga 7,75% per tahun, akan jatuh tempo tanggal 16 Desember 2024. Perusahaan telah melunasi Obligasi II seri A Kereta Api Indonesia Tahun 2019 sebesar Rp900.000.000 sesuai jadwal.
- b. Seri B senilai Rp1.100.000.000 dengan suku bunga 8,20% per tahun, akan jatuh tempo tanggal 16 Desember 2026.

Total dana yang diterima Perusahaan pada tanggal 13 Desember 2019, dari hasil penerbitan perdana Obligasi II tahun 2019 adalah sebesar Rp2.000.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi Grup, sekitar Rp1.200.000.000 akan digunakan untuk *refinancing* fasilitas pada PT Bank HSBC Indonesia dan sisanya akan digunakan untuk pengadaan/perbaikan sarana.

29. Bonds Payable (Continued)

The bonds were offered at 100% of the principal amount. Bond interest is paid quarterly.

Kereta Api Indonesia Bonds I is rated "AAA" for the issuance of bonds by PT Pemeringkat Efek Indonesia (PEFINDO). The rating indicates the likelihood of timely payment of principal and interest.

The Company is also required to maintain certain financial ratios during the bonds payable period as follows:

- a. Ratio of Total Debt to Total Equity is not more than 5:1.
- b. Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

On of August 30, 2024, Kereta Api Indonesia Bonds I is rated "AAA" by PEFINDO for the period August 30, 2024 until November 21, 2024.

b. Kereta Api Indonesia Bonds II Year 2019

On December 6, 2019, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia Bonds II year 2019 with 2 (two) series which are as follows:

- a. A Series amounting to Rp900,000,000 with a fixed interest rate of 7.75% per annum. The bonds payable will mature on December 16, 2024. The Company has paid off Kereta Api Indonesia Bond II series A year 2019 of Rp900,000,000 on schedule.
- b. B Series amounting to Rp1,100,000,000 with annual interest rate of 8.20% per annum. The bonds payable will mature on December 16, 2026.

Total funds received by the Company on December 13, 2019, from the first issuance of Bonds II year 2019 was Rp2,000,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and the Group's prospectus for bonds payable, around Rp1,200,000,000 that will be allocate for facility refinancing by PT Bank HSBC Indonesia and the rest will be used for procurement/maintenance.

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29. Utang Obligasi (Lanjutan)

Obligasi ditawarkan dengan nilai 100% dari jumlah pokok. Bunga obligasi dibayarkan setiap triwulan.

Obligasi II Kereta Api Indonesia mendapatkan peringkat "AAA" untuk penerbitan obligasi dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan bunga.

Perusahaan juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Grup memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2024, Obligasi II Grup mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

c. Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022

Pada tanggal 29 Juli 2022, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I tahun 2022 dengan 2 (dua) seri yaitu:

- Seri A senilai Rp634.000.000 dengan suku bunga 7,10% per tahun, akan jatuh tempo tanggal 5 Agustus 2027.
- Seri B senilai Rp866.000.000 dengan suku bunga 8,00% per tahun, akan jatuh tempo tanggal 5 Agustus 2029.

Total dana yang diterima Perusahaan pada tanggal 5 Agustus 2022, dari hasil penerbitan perdana Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I tahun 2022 adalah sebesar Rp1.500.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi Grup, sekitar Rp1.000.000.000 digunakan untuk pembayaran utang pokok Kereta Api Indonesia tahun 2017 Seri A sisanya akan digunakan untuk pengembangan angkutan perkeretaapian Sumatera Bagian Selatan yang berupa prasarana perkeretaapian.

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29. Bonds Payable (Continued)

The bonds were offered at 100% of the principal amount. Bond interest is paid quarterly.

Kereta Api Indonesia Bonds II is rated "AAA" for the issuance of bonds by PEFINDO. The rating indicates the likelihood of timely payment of principal and interest.

The Company is also required to maintain certain financial ratios during the bonds payable period as follows:

- Ratio of Total Debt to Total Equity is not more than 5:1.
- Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

Based on the calculation, the Group met the financial covenant compliance.

As of August 30, 2024, Group Bonds II is rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

c. Kereta Api Indonesia Continuing Bonds I Phase I Year 2022

On July 29, 2022, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia Continuing Bonds I Phase I year 2022 with 2 (two) series which are as follows:

- A Series amounting to Rp634,000,000 with a fixed interest rate of 7.10% per annum. The bonds payable will mature on August 5, 2027.
- B Series amounting to Rp866,000,000 with annual interest rate of 8.00% per annum. The bonds payable will mature on August 5, 2029.

Total funds received by the Group on August 5, 2022, from the first issuance of Kereta Api Indonesia Continuing Bonds I Phase I year 2022 was Rp1,500,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and the Group's prospectus for bonds payable, around Rp1,000,000,000 that allocated for for payment of Kereta Api Indonesia Bonds I year 2017 Series A and the rest will be used for developing railway transport in Southern Sumatera in form of railway infrastructure.

29. Utang Obligasi (Lanjutan)

Obligasi ditawarkan dengan nilai 100% dari jumlah pokok. Bunga obligasi dibayarkan setiap triwulan.

Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I tahun 2022 Grup mendapatkan peringkat "AA+" untuk penerbitan obligasi dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan bunga.

Perusahaan juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Grup memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2023, Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

d. Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024

Pada tanggal 12 Agustus 2024, Grup telah mendapatkan persetujuan pencatatan efek bersifat utang dari Bursa Efek Indonesia (BEI) atas penerbitan Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 dengan 3 (tiga) seri yaitu:

- Seri A senilai Rp67.000.000 dengan suku bunga 6,90% per tahun, akan jatuh tempo tanggal 9 Agustus 2027.
- Seri B senilai Rp295.500.000 dengan suku bunga 7,20% per tahun, akan jatuh tempo tanggal 9 Agustus 2029.
- Seri C senilai Rp337.500.000 dengan suku bunga 7,30% per tahun, akan jatuh tempo tanggal 9 Agustus 2031.

Total dana yang diterima Grup pada tanggal 9 Agustus 2024, dari hasil penerbitan perdana Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 adalah sebesar Rp1.000.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan

29. Bonds Payable (Continued)

The bonds were offered at 100% of the principal amount. Bond interest is paid quarterly.

Kereta Api Indonesia Continuing Bonds I Phase I year 2022 is rated "AA+" for the issuance of bonds by PEFINDO. The rating indicates the likelihood of timely payment of principal and interest.

The Company is also required to maintain certain financial ratios during the bonds payable period as follows:

- Ratio of Total Debt to Total Equity is not more than 5:1.
- Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

Based on the calculation, the Group met the financial covenant compliance.

As of August 30, 2023, Kereta Api Indonesia Continuing Bonds I Phase I is rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

d. Kereta Api Indonesia Continuing Bonds I Phase II Year 2024

On August 12, 2024, the Group has received an approval of the listing of debt securities from the Indonesia Stock Exchange (IDX) for the issuance of Kereta Api Indonesia Continuing Bonds I Phase II year 2024 with 3 (three) series which are as follows:

- A Series amounting to Rp67,000,000 with a fixed interest rate of 6.90% per annum. The bonds payable will mature on August 9, 2027.
- B Series amounting to Rp295,500,000 with annual interest rate of 7.20% per annum. The bonds payable will mature on August 9, 2029.
- C Series amounting to Rp337,500,000 with a fixed interest rate of 7.30% per annum. The bonds payable will mature on August 9, 2031.

Total funds received by the Group on August 9, 2024, from the first issuance of Kereta Api Indonesia Continuing Bonds I Phase II year 2024 was Rp1,000,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and the Group's prospectus for bonds payable,

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29. Utang Obligasi (Lanjutan)

prospektus utang obligasi Grup, sekitar Rp500.000.000 digunakan untuk sebagian pembayaran atas pengadaan 54 lokomotif untuk pengembangan angkutan perkeretaapian Sumatera Bagian Selatan sisanya digunakan untuk namun tidak terbatas pada penyelesaian pekerjaan prasarana seperti penataan Emplasemen stasiun kramasan, pekerjaan prasarana lainnya seperti pembangunan dan penataan stasiun, serta Double Track dalam rangka pengembangan angkutan barang di Sumatera Bagian Selatan.

Obligasi ditawarkan dengan nilai 100% dari jumlah pokok. Bunga obligasi dibayarkan setiap triwulan.

Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 Grup mendapatkan peringkat "AAA" untuk penerbitan obligasi dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan bunga.

Grup juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- a. Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- b. Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Grup memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2024, Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 Grup mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

e. Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024

Pada tanggal 13 November 2024, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024 dengan 3 (tiga) seri yaitu:

- a. Seri A senilai Rp437.800.000 dengan suku bunga 6,70% per tahun, akan jatuh tempo tanggal 19 November 2027.

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29. Bonds Payable (Continued)

Based on the Group's bond issuance prospectus, approximately Rp500,000,000 was allocated in part for the payment of 54 locomotives to support the development of railway freight transport in South Sumatra. The remaining funds were used, among other things, for the completion of infrastructure works such as the arrangement of Kramasan Station yard, other infrastructure developments including the construction and improvement of stations, as well as the development of double tracks to enhance freight transport in South Sumatra.

The bonds were offered at 100% of the principal amount. Bond interest is paid quarterly.

Kereta Api Indonesia Continuing Bonds I Phase II year 2024 is rated "AAA" for the issuance of bonds by PEFINDO. The rating indicates the likelihood of timely payment of principal and interest.

The Group is also required to maintain certain financial ratios during the bonds payable period as follows:

- a. Ratio of Total Debt to Total Equity is not more than 5:1.
- b. Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

Based on the calculation, the Group met the financial covenant compliance.

As of August 30, 2024, Kereta Api Indonesia Continuing Bonds I Phase II year 2024 is rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

e. Kereta Api Indonesia Continuing Bonds II Phase I Year 2024

On November 13, 2024, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia Continuing Bonds II Phase I year 2024 with 3 (three) series which are as follows:

- a. A Series amounting to Rp437,800,000 with a fixed interest rate of 6.70% per annum. The bonds payable will mature on November 19, 2027.

29. Utang Obligasi (Lanjutan)

- b. Seri B senilai Rp448.360.000 dengan suku bunga 7,00% per tahun, akan jatuh tempo tanggal 19 November 2029.
- c. Seri C senilai Rp613.840.000 dengan suku bunga 7,10% per tahun, akan jatuh tempo tanggal 19 November 2031.

Total dana yang diterima Grup pada tanggal 19 November 2024, dari hasil penerbitan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024 adalah sebesar Rp1.500.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi Grup, sekitar Rp1.000.000.000 digunakan untuk pembiayaan kembali Obligasi I Kereta Api Indonesia Tahun 2017 Seri B, sisanya digunakan untuk pembiayaan kembali Obligasi II Kereta Api Indonesia Tahun 2019 Seri A.

Obligasi ditawarkan dengan nilai 100% dari jumlah pokok. Bunga obligasi dibayarkan setiap triwulan.

Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024 Grup mendapatkan peringkat "AAA" untuk penerbitan obligasi dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan bunga.

Grup juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- a. Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- b. Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Grup memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2023, Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 Grup mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

29. Bonds Payable (Continued)

- b. B Series amounting to Rp448,360,000 with annual interest rate of 7.00% per annum. The bonds payable will mature on November 19, 2029.
- c. C Series amounting to Rp613,840,000 with a fixed interest rate of 7.10% per annum. The bonds payable will mature on November 19, 2031.

Total funds received by the Group on 19 November, 2024, from the issuance of Kereta Api Indonesia Continuing Bonds II Phase I year 2024 was Rp1,500,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and the Group's prospectus for bonds payable, around Rp1,000,000,000 is allocated for refinancing of Kereta Api Indonesia Bonds I year 2017 Series B and the rest is used for refinancing of Kereta Api Indonesia Bonds II year 2019 Series A.

The bonds were offered at 100% of the principal amount. Bond interest is paid quarterly.

Kereta Api Indonesia Continuing Bonds I Phase II year 2024 is rated "AAA" for the issuance of bonds by PEFINDO. The rating indicates the likelihood of timely payment of principal and interest.

The Group is also required to maintain certain financial ratios during the bonds payable period as follows:

- a. Ratio of Total Debt to Total Equity is not more than 5:1.
- b. Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

Based on the calculation, the Group met the financial covenant compliance.

As of August 30, 2023, Kereta Api Indonesia Continuing Bonds I Phase II year 2024 is rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

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30. Sukuk Ijarah

30. Sukuk Ijarah

	2024	2023	
Sukuk Berkelanjutan I Kereta Api Indonesia Tahun 2022:			Kereta Api Indonesia Continuing Sukuk I Year 2022:
Seri A	117.350.000	117.350.000	Seri A
Seri B	382.650.000	382.650.000	Seri B
Sub Jumlah	500.000.000	500.000.000	SubTotal
Sukuk Berkelanjutan I Tahap II Kereta Api Indonesia Tahun 2024:			Kereta Api Indonesia Continuing Sukuk I Year 2024:
Seri A	62.500.000	--	Seri A
Seri B	127.270.000	--	Seri B
Seri C	110.230.000	--	Seri C
Sub Jumlah	300.000.000	--	SubTotal
Sukuk Berkelanjutan II Tahap I Kereta Api Indonesia Tahun 2024:			Kereta Api Indonesia Continuing Sukuk II Phase I Year 2024:
Seri A	116.540.000	--	Seri A
Seri B	83.135.000	--	Seri B
Seri C	300.325.000	--	Seri C
Sub Jumlah	500.000.000	--	Sub Total
Jumlah	1.300.000.000	500.000.000	Total
Biaya Penerbitan Sukuk yang belum Diamortisasi	(4.553.444)	(1.413.806)	Unamortized Sukuk Issuance Cost
Jumlah Sukuk	1.295.446.556	498.586.194	Total Sukuk

Jumlah pembayaran kembali untuk sukuk ijarah menurut tahun jatuh tempo adalah sebagai berikut:

The amounts of repayments of sukuk ijarah by years of manurity are as follow:

Tahun Jatuh Tempo/ Year of Maturity	Jumlah/ Total (Rp)
2027	296.390.000
2029	593.055.000
2031	410.555.000
Total	1.300.000.000

a. Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022

Pada tanggal 29 Juli 2022, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 dengan 2 (dua) seri yaitu:

- Seri A senilai Rp117.350.000 dengan dengan cicilan imbalan ijarah sebesar Rp8.331.850 per tahun, akan jatuh tempo tanggal 5 Agustus 2027.
- Seri B senilai Rp382.650.000 dengan dengan cicilan imbalan ijarah sebesar Rp30.612.000 per tahun, akan jatuh tempo tanggal 5 Agustus 2029.

Total dana yang diterima Perusahaan pada tanggal 5 Agustus 2022, dari hasil penerbitan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 adalah sebesar Rp500.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus obligasi berkelanjutan I dan sukuk

a. Kereta Api Indonesia Continuing Sukuk Ijarah I Phase I Year 2022

On July 29, 2022, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia Continuing Sukuk Ijarah I Phase I year 2022 with 2 (two) series which are as follows:

- A Series amounting to Rp117,350,000 with ijarah's installment benefit of Rp8,331,850 per annum. Sukuk will mature on August 5, 2027.
- B Series amounting to Rp382,650,000 with ijarah's installment benefit of Rp30,612,000 per annum. Sukuk will mature on August 5, 2029.

Total funds received by the Company on August 5, 2022, from the first issuance of Continuing Sukuk Ijarah I year 2022 was Rp500,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and prospectus for continuing bonds I and continuing sukuk ijarah I Kereta Api Indonesia, around 78% that

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30. Sukuk Ijarah (Lanjutan)

ijarah berkelanjutan I Kereta Api Indonesia, sekitar 78% akan digunakan untuk pengembangan angkutan perkeretaapian Sumatera Bagian Selatan yang berupa prasarana perkeretaapian dan sisanya akan digunakan untuk pengadaan sarana KA Bandara International Adi Soemarmo yang berupa sarana trainset KRDE.

Sukuk ijarah ditawarkan dengan nilai 100% dari jumlah pokok.

Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I tahun 2022 mendapatkan peringkat "AA+" atas Sukuk dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan cicilan imbalan ijarah setiap triwulan.

Perusahaan juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode sukuk ijarah sebagai berikut:

- Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Perusahaan memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2024, Sukuk Ijarah Berkelanjutan I tahun 2022 Kereta Api Indonesia Tahap I mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

b. Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024

Pada tanggal 12 Agustus 2024, Grup telah mendapatkan persetujuan pencatatan efek bersifat utang dari Bursa Efek Indonesia (BEI) atas penerbitan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 dengan 3 (tiga) seri yaitu:

- Seri A senilai Rp62.500.000 dengan dengan cicilan imbalan ijarah sebesar Rp4.312.500 per tahun, akan jatuh tempo tanggal 9 Agustus 2027.
- Seri B senilai Rp127.270.000 dengan cicilan imbalan ijarah sebesar Rp9.163.440 per tahun, akan jatuh tempo tanggal 9 Agustus 2029.

30. Sukuk Ijarah (Continued)

will be allocate for developing railway transport in Southern Sumatera in form of railway infrastucture and the rest will be used for procurement of Adi Soemarmo International Airport Train facilities in form of KRDE trainset.

Sukuk ijarah were offered at 100% of the principal amount.

Kereta Api Indonesia Continuing Sukuk Ijarah I Phase I year 2022 is rated "AA+" for the issuance of Sukuk by PEFINDO. The rating indicates the likelihood of timely payment of principal and ijarah benefit paid quarterly.

The Company is also required to maintain certain financial ratios during the Sukuk Ijarah period as follows:

- Ratio of Total Debt to Total Equity is not more than 5:1.*
- Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.*

Based on the calculation, the Company met the financial covenant compliance.

As of August 30, 2024, Kereta Api Indonesia Continuing Sukuk Ijarah I Phase I year 2022 rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

b. Kereta Api Indonesia Continuing Sukuk Ijarah I Phase II year 2024

On August 12, 2024, the Group has received an approval of the listing of debt securities from the Indonesia Stock Exchange (IDX) for the issuance of Kereta Api Indonesia Continuing Sukuk Ijarah I Phase II year 2024 with 3 (three) series which are as follows:

- A Series amounting to Rp62,500,000 with ijarah's installment benefit of Rp4,312,500 per annum. Sukuk will mature on August 9, 2027.*
- B Series amounting to Rp127,270,000 with ijarah's installment benefit of Rp9,163,440 per annum. Sukuk will mature on August 9, 2029.*

30. Sukuk Ijarah (Lanjutan)

- c. Seri C senilai Rp110.230.000 dengan cicilan imbalan ijarah sebesar Rp8.046.790 per tahun, akan jatuh tempo tanggal 9 Agustus 2031.

Total dana yang diterima Grup pada tanggal 9 Agustus 2024, dari hasil penerbitan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 adalah sebesar Rp300.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus obligasi berkelanjutan I dan sukuk ijarah berkelanjutan I Kereta Api Indonesia, akan digunakan untuk namun tidak terbatas pada sebagian pengadaan sarana berupa asset bergerak seperti gerbong datar sekitar 1.125 unit yang saat ini masih dalam proses pengadaan dan pembangunan Prasarana Pendukung dalam rangka pengembangan angkutan barang di Sumatera Bagian Selatan.

Sukuk ijarah ditawarkan dengan nilai 100% dari jumlah pokok.

Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 mendapatkan peringkat "AAA" atas Sukuk dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan cicilan imbalan ijarah setiap triwulan.

Grup juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode sukuk ijarah sebagai berikut:

- Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

Berdasarkan perhitungan, Perusahaan memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2024, Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

c. Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024

Pada tanggal 13 November 2024, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan II Kereta Api

30. Sukuk Ijarah (Continued)

- c. C Series amounting to Rp110,230,000 with ijarah's installment benefit of Rp8,046,790 per annum. Sukuk will mature on August 9, 2031.

Total funds received by the Group on August 9, 2024, from the first issuance of Continuing Sukuk Ijarah I Phase II year 2024 was Rp300,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and prospectus for continuing bonds I and continuing sukuk ijarah I Kereta Api Indonesia, that will be allocated partially to procure rolling stock in the form of mobile assets such as flat cars of around 1,125 units, which are currently still in the process of procurement and construction of supporting infrastructure in the context of developing freight transportation in Southern Sumatera.

Sukuk ijarah were offered at 100% of the principal amount.

Kereta Api Indonesia Continuing Sukuk Ijarah I Phase II year 2024 is rated "AAA" for the issuance of Sukuk by PEFINDO. The rating indicates the likelihood of timely payment of principal and ijarah benefit paid quarterly.

The Group is also required to maintain certain financial ratios during the Sukuk Ijarah period as follows:

- Ratio of Total Debt to Total Equity is not more than 5:1.
- Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.

Based on the calculation, the Company met the financial covenant compliance.

As of 30 Agustus, 2024, Kereta Api Indonesia Continuing Sukuk Ijarah I Phase II tahun 2024 rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

c. Kereta Api Indonesia Continuing Sukuk Ijarah II Phase I year 2024

On November 13, 2024, the Company has received an effective statement from Chairman of the Financial Services Authority (OJK) for the issuance of Kereta Api Indonesia

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30. Sukuk Ijarah (Lanjutan)

Indonesia Tahap I Tahun 2024 dengan 3 (tiga) seri yaitu:

- a. Seri A senilai Rp116.540.000 dengan dengan cicilan imbalan ijarah sebesar Rp7.808.180 per tahun, akan jatuh tempo tanggal 19 November 2027.
- b. Seri B senilai Rp83.135.000 dengan cicilan imbalan ijarah sebesar Rp5.819.450 per tahun, akan jatuh tempo tanggal 19 November 2029.
- c. Seri C senilai Rp300.325.000 dengan cicilan imbalan ijarah sebesar Rp21.323.075 per tahun, akan jatuh tempo tanggal 19 November 2031.

Total dana yang diterima Grup pada tanggal 19 November 2024, dari hasil penerbitan Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 adalah sebesar Rp500.000.000. Sesuai perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus obligasi berkelanjutan II dan sukuk ijarah berkelanjutan I Kereta Api Indonesia, Rp400.000.000 digunakan untuk pembiayaan kembali Obligasi II Kereta Api Indonesia Tahun 2019 Seri A, sisanya akan digunakan untuk pengadaan prasarana dalam rangka pengembangan angkutan barang di Sumatera Bagian Selatan.

Sukuk ijarah ditawarkan dengan nilai 100% dari jumlah pokok.

Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 mendapatkan peringkat "AAA" atas Sukuk dari PEFINDO. Peringkat tersebut menunjukkan kemungkinan pembayaran tepat waktu atas jumlah pokok dan cicilan imbalan ijarah setiap triwulan.

Grup juga diwajibkan untuk mempertahankan rasio keuangan tertentu selama periode sukuk ijarah sebagai berikut:

- a. Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 5:1.
- b. Perbandingan Profit sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1:1.

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30. Sukuk Ijarah (Continued)

Continuing Sukuk Ijarah II Phase I year 2024 with 3 (three) series which are as follows:

- a. A Series amounting to Rp116,540,000 with ijarah's installment benefit of Rp7,808,180 per annum. Sukuk will mature on November 19, 2027.*
- b. B Series amounting to Rp83,135,000 with ijarah's installment benefit of Rp5,819,450 per annum. Sukuk will mature on November 19, 2029.*
- c. C Series amounting to Rp300,325,000 with ijarah's installment benefit of Rp21,323,075 per annum. Sukuk will mature on November 19, 2031.*

Total funds received by the Group on November 19, 2024, from the first issuance of Continuing Sukuk Ijarah II Phase I year 2024 was Rp500,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and prospectus for continuing bonds II and continuing sukuk ijarah I Kereta Api Indonesia, around Rp400,000,000 that allocated for refinancing of Kereta Api Indonesia Bonds II year 2019 Series A and the rest is used for that will be allocated partially to procurement infrastructure in the context of developing freight transportation in Southern Sumatera.

Sukuk ijarah were offered at 100% of the principal amount.

Kereta Api Indonesia Continuing Sukuk Ijarah II Phase I year 2024 is rated "AAA" for the issuance of Sukuk by PEFINDO. The rating indicates the likelihood of timely payment of principal and ijarah benefit paid quarterly.

The Group is also required to maintain certain financial ratios during the Sukuk Ijarah period as follows:

- a. Ratio of Total Debt to Total Equity is not more than 5:1.*
- b. Ratio of Earning Before Income Tax and Depreciation and Amortization to Interest Expenses is not less than 1:1.*

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30. Sukuk Ijarah (Lanjutan)

Berdasarkan perhitungan, Perusahaan memenuhi kepatuhan *financial covenant*.

Pada 30 Agustus 2024, Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024 mendapatkan peringkat "AAA" dari PEFINDO untuk periode 30 Agustus 2024 hingga 1 Agustus 2025.

30. Sukuk Ijarah (Continued)

Based on the calculation, the Company met the financial covenant compliance.

As of August 30, 2024, Kereta Api Indonesia Continuing Sukuk Ijarah II Phase I tahun 2024 rated "AAA" by PEFINDO for the period August 30, 2024 until August 1, 2025.

31. Liabilitas Jangka Panjang Lainnya

Kewajiban jangka panjang lainnya merupakan dana titipan dari iuran pensiun dana tambahan dari Pemerintah Republik Indonesia dan PT Taspen (Persero) sebagai pembayaran manfaat masa lalu para karyawan eks-Pegawai Negeri Sipil. Dana titipan ini termasuk titipan dana kesehatan pegawai akan dibayarkan sesuai perjanjian dengan pihak pengelola dana. Dana titipan disimpan dalam bentuk rekening bank dan deposito.

Rincian liabilitas jangka panjang lainnya sebagai berikut:

31. Other Long-term Liabilities

Other Long-term liabilities represent deposit funds from pension contribution and additional funds from the Government of Republic of Indonesia and PT Taspen (Persero) for payment of past benefits of ex-Civil Servant employee. The funds include employee's healthy deposit which will be paid to the fund management party based on agreement. Deposit funds are kept in the form of bank accounts and time deposits.

Details of other long-term liabilities are as follows:

	2024	2023	
Titipan Dana Iuran Pensiun			Pension Fund Deposits
Saldo Awal	91.258.933	76.394.632	Beginning Balance
Penerimaan:			Receipts:
Penerimaan Dana Iuran Pensiun	485.211.054	429.685.768	Pension Fund Receipts
Pengembangan Dana	1.977.932	29.636.734	Fund Development
Sub Jumlah	487.188.986	459.322.502	Sub Total
Pembayaran			Payments
BPJS Ketenagakerjaan	199.188.477	195.515.713	BPJS Ketenagakerjaan
PT Asuransi Jiwa IFG (Life)	147.251.317	109.869.142	PT Asuransi Jiwa IFG (Life)
PT Taspen (Persero)	141.871.432	139.073.346	PT Taspen (Persero)
Sub Jumlah	488.311.226	444.458.201	Sub Total
Saldo Akhir	90.136.693	91.258.933	Ending Balance
Titipan Dana Kesehatan Pegawai	40.891.764	60.679.342	Employee Healthy Deposits
Tantiem	17.167.887	7.592.201	Tantiem
Jumlah	148.196.344	159.530.476	Total

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32. Modal Saham

32. Share Capital

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 62 tahun 2022 tanggal 31 Desember 2022, Akta No. 122 tanggal 11 Januari 2023 dari Notaris Nining Puspitaningtyas, S.H., Sp.1., M.H., Notaris di Bandung dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-01.03-0008225 tanggal 17 Januari 2023 tentang penambahan modal yang ditempatkan dan disetor yang semula sebesar Rp19.168.743.000 menjadi sebesar Rp22.368.743.000.

Based on Government Regulation of Republic of Indonesia No. 62 Year 2022 dated December 31, 2022, Deed No. 122 dated January 11, 2023 Nining Puspitaningtyas, S.H., Sp.1., M.H., and has been approved by the Minister of Law and Human Rights of Republic of Indonesia No. AHU-AH-01.03-0008225 dated January 17, 2023 regarding the additional of issued and paid-in capital from Rp19,168,743,000 to Rp22,368,743,000.

Pemegang Saham/ Shareholder	Jumlah Lembar Saham Ditempatkan dan Disetor Penuh/ Number of Issued and Fully Paid Shares	Persentase Kepemilikan Saham/ Percentage of Ownership	Jumlah Nilai Saham/ Total Share Value	Tahun/ Year
Pemerintah Republik Indonesia/ The Government of Republic of Indonesia	22.368.743	100	22.368.743.000	31 Desember 2024/ December 31, 2024 31 Desember 2023/ December 31, 2023

Mutasi saldo modal disetor sebagai berikut:

Movement on the balance of paid- in capital is as follows:

	2024	2023	
Saldo Awal Tahun	22.368.743.000	19.168.743.000	Beginning Balance
Penambahan Modal Disetor (Catatan 33)	--	3.200.000.000	Additional on Paid in Capital (Notes 33)
Jumlah	22.368.743.000	22.368.743.000	Total

33. Tambahan Penyertaan Modal Negara

33. Addition of Government's Capital Investment

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 52 tahun 2024 tanggal 31 Desember 2024 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia, disebutkan bahwa Negara Republik Indonesia telah melakukan penambahan penyertaan modal sebesar Rp2.000.000.000.

Based on Government Regulation of Republic of Indonesia No. 52 Year 2024 dated December 31, 2024 regarding Additional of Republic Indonesia's Capital into Share Capital of (Persero) PT Kereta Api Indonesia, it was stated that the State of Republic Indonesia had added up its capital investment to the Company's amounting to Rp2,000,000,000.

Penambahan Penyertaan Modal Negara sebesar Rp2.000.000.000 tersebut berasal dari anggaran pendapatan dan belanja negara tahun 2024 yang dipergunakan untuk mendukung ketersediaan sarana perkeretaapian Kereta Rel Listrik untuk memenuhi kebutuhan angkutan penumpang kereta api perkotaan.

The additional government capital placement amounting Rp2,000,000,000 came from State's Budget Years 2024 used for supporting the availability of Electric Railway railway facilities to meet the needs of urban railway passenger transport.

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**33. Tambahan Penyertaan Modal Negara
(Lanjutan)**

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 62 tahun 2022 tanggal 31 Desember 2022 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia, disebutkan bahwa Negara Republik Indonesia telah melakukan penambahan penyertaan modal sebesar Rp3.200.000.000.

Penambahan modal yang ditempatkan dan disetor Perusahaan sebesar Rp3.200.000.000 tersebut berasal dari Anggaran Pendapatan dan Belanja Negara tahun 2022 yang dipergunakan untuk penyelesaian proyek Kereta Cepat antara Jakarta dan Bandung.

Pada 31 Desember 2023, seluruh Penambahan Penyertaan Modal Negara tersebut telah disetujui sebagai tambahan modal saham Perusahaan (Catatan 32).

**33. Addition of Government's Capital
Investment (Continued)**

Based on Government Regulation of Republic of Indonesia No. 62 Year 2022 dated December 31, 2022 regarding Additional of Republic Indonesia's Capital into Share Capital of (Persero) PT Kereta Api Indonesia, it was stated that the State of Republic Indonesia had added up its capital investment to the Company's amounting to Rp3,200,000,000.

The additional of issued and paid-in capital of the Company amounting Rp3,200,000,000 came from State's Budget Years 2022 used for the completion of the fast train project between Jakarta and Bandung.

On December 31, 2023, All Additional of Republic Indonesia's Capital has been approved as additional share capital of the Company (Note 32).

34. Selisih Perubahan Ekuitas Entitas Anak

Selisih transaksi perubahan ekuitas entitas anak senilai Rp24.069.720 merupakan dampak transaksi peralihan bisnis Kereta Api Bandara Soekarno-Hatta (KA Basoetta) dari Railink ke KCI.

Berdasarkan Akta Jual Beli No. 10 antara PT Railink dengan PT Kereta Commuter Indonesia tanggal 30 Desember 2022, telah dilakukan jual beli bisnis KA Basoetta, harga jual beli yang disepakati adalah Rp329.800.000 dengan obyek jual beli:

1. 10 unit *train set* Kereta Rel Listrik (*Electrical Multiple Unit*);
2. 2 (dua) unit *double crane hoist*;
3. 2 (dua) unit kendaraan bermotor;
4. Peralatan kantor yang berada di kantor Railink yang berlokasi di gedung Kereta Bandara, Jl. Tanjung Karang No.1, RT.011/RW.020, Kelurahan Kebon Melati, Kecamatan Tanah Abang, Kota Jakarta Pusat, Provinsi DKI Jakarta;

**34. Difference of changes in equity of
subsidiaries**

The difference in transactions for changes in equity in subsidiaries worth Rp24,069,720 is the impact of the transaction of transferring the Soekarno-Hatta Airport Railway (KA Basoetta) business from Railink to KCI.

Based on the Deed of Sale and Purchase No.10 between PT Railink and PT Kereta Commuter Indonesia dated December 30, 2022, a sale and purchase of the Soekarno-Hatta Airport Railway business was carried out, the agreed sales price was Rp329,800,000 with the object of sales:

1. 10 units of electric train sets (*Electrical Multiple Units*);
2. 2 (two) units of double crane hoists;
3. 2 (two) units of vehicles;
4. Office equipment located at the Railink office located at the Airport Train building, Jl. Tanjung Karang No.1, RT.011/RW.020, Kebon Melati Village, Tanah Abang District, Central Jakarta City, DKI Jakarta Province;

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**34. Selisih Perubahan Ekuitas Entitas Anak
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5. *Gateway* penjualan tiket dengan *e-ticketing system* yang berada di Stasiun Manggarai, Stasiun Sudirman BNI City, Stasiun Batu Ceper, Stasiun Duri, dan Stasiun Bandara Soekarno-Hatta; dan
6. *Interior City Railway Station* yang berada di Stasiun Sudirman BNI City.

Selain aset tetap, beberapa Perjanjian Material juga dialihkan seperti:

1. Perjanjian Induk No. RL/DIR/PKS/028/VII/2015 tanggal 7 Juli 2015 tentang Kerjasama Penyelenggaraan Perkeretaapian Bandara Soekarno-Hatta antara Perusahaan, PT AP II dan Railink;
2. Perjanjian antara Perusahaan dan Railink tentang Penyelenggaraan Prasarana Perkeretaapian di *City Railways Station* (CRS) dan Stasiun Perhentian KA Bandara Soekarno-Hatta No. RL/DIR/PKS/022/IV/2018 tanggal 18 April 2018;
3. Perjanjian Kredit Sindikasi No. 05 tanggal 20 April 2015 yang telah diperbaharui dengan Akta Adendum Perjanjian Kredit Sindikasi No. 16 tanggal 20 Oktober 2015 yang dibuat oleh Notaris Julius Purnawan, S.H., M.Si, Perusahaan memperoleh fasilitas pinjaman sindikasi dari PT Bank Rakyat Indonesia (Persero) Tbk (Agen Fasilitas), PT Bank Central Asia Tbk (Agen Jaminan), PT Bank Mandiri (Persero) Tbk (Peserta dan PT Bank Negara Indonesia (Persero) Tbk (Peserta); dan
4. Perjanjian Kredit Sindikasi No. 05 tanggal 20 April 2015 yang telah diperbaharui dengan Akta Adendum Perjanjian Kredit Sindikasi No. 16 tanggal 20 Oktober 2015 yang dibuat oleh Notaris Julius Purnawan, S.H., M.Si, Perusahaan memperoleh fasilitas pinjaman sindikasi dari PT Bank Rakyat Indonesia (Persero) Tbk (Agen Fasilitas), PT Bank Central Asia Tbk (Agen Jaminan), PT Bank Mandiri (Persero) Tbk (Peserta dan PT Bank Negara Indonesia (Persero) Tbk (Peserta); dan
5. Perjanjian-perjanjian lain yang dimiliki oleh Perusahaan dan dibutuhkan oleh KCI untuk atau terkait operasional KA Bandara Soekarno-Hatta.

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**34. Difference of changes in equity of
subsidiaries (Continued)**

5. *Ticket sales gateway with e-ticketing system* which are located at Manggarai Station, Sudirman BNI City Station, Batu Ceper Station, Duri Station, and Soekarno-Hatta Airport Station; and
6. *Interior of the City Railway Station* located at the Station Sudirman BNI City.

Besides fixed assets, certain Material Agreements are also transferred such as:

1. Agreement No. RL/DIR/PKS/028/ VII/2015 dated July 7, 2015 concerning Cooperation in the Implementation of Soekarno-Hatta Airport Railways between the Company, PT AP II and Railink;
2. The agreement between the Company and Railink regarding the Operational of Railway Infrastructure in City Railways Station (CRS) and the Stop Station of Soekarno-Hatta Airport Railway No. RL/DIR/PKS/022/IV/2018 dated April 18, 2018;
3. Deed of Syndicated Credit Agreement No. 05 dated April 20, 2015 which has been amended with Deed of Addendum for Syndicated Credit Agreement No. 16 dated October 20, 2015 made by Notary Julius Purnawan, S.H., M.Si, the Company obtained syndicated loan facility from PT Bank Rakyat Indonesia (Persero) Tbk (Facility Agent), PT Bank Central Asia Tbk (Fiducia Agent), PT Bank Mandiri (Persero) Tbk (Member) and PT Bank Negara Indonesia (Persero) Tbk (Member); and
4. Deed of Syndicated Credit Agreement No. 05 dated April 20, 2015 which has been amended with Deed of Addendum for Syndicated Credit Agreement No. 16 dated October 20, 2015 made by Notary Julius Purnawan, S.H., M.Si, the Company obtained syndicated loan facility from PT Bank Rakyat Indonesia (Persero) Tbk (Facility Agent), PT Bank Central Asia Tbk (Fiducia Agent), PT Bank Mandiri (Persero) Tbk (Member) and PT Bank Negara Indonesia (Persero) Tbk (Member); and
5. Other agreement owned by the Company and needed by KCI for or related to operational of Soekarno-Hatta Airport Railway.

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**34. Selisih Perubahan Ekuitas Entitas Anak
(Lanjutan)**

Persetujuan penambahan pengoperasian pada lintas pelayanan Manggarai-Bandara Udara Soekarno-Hatta oleh KCI sesuai dengan Surat Keputusan Kementerian Perhubungan melalui Direktur Jenderal Perkeretaapian No. KA.005/1/4/DJKA/2022, pada tanggal 29 Juli 2022.

35. Penggunaan Laba Bersih dan Saldo Laba Perusahaan

Berdasarkan Rapat Umum Pemegang Saham Tahun Buku 2023, Grup membukukan laba yang diatribusikan kepada entitas induk sebesar Rp1.873.921.301 yang dialokasikan penggunaannya sebagai berikut:

- Rp866.000.000 sebagai cadangan umum.
- Rp1.007.921.301 sebagai cadangan lainnya.

Berdasarkan Rapat Umum Pemegang Saham Tahun Buku 2022, Grup membukukan laba yang diatribusikan kepada entitas induk sebesar Rp1.782.040.477 yang dialokasikan penggunaannya sebagai berikut:

- Rp900.000.000 sebagai cadangan umum.
- Rp882.040.477 sebagai cadangan lainnya.

36. Tambahan Modal Disetor

Sehubungan dengan diberlakukannya Peraturan Menteri Keuangan No.118/PMK.03/2016 tentang Pelaksanaan Undang-Undang No. 11 Tahun 2016 tentang Pengampunan Pajak sebagaimana telah diubah dengan Peraturan Menteri Keuangan No. 141/PMK.03/2016 dan Peraturan Direktorat Jenderal Pajak.

No. PER-18/PJ/2016 tentang Pengembalian Kelebihan Pembayaran Uang Tebusan Dalam Rangka Pengampunan Pajak, entitas anak (KALOG) telah melaksanakan pengampunan pajak ini.

Aset pengampunan pajak sebesar Rp486.081 dicatat sebagai tambahan modal disetor atas pengampunan pajak pada entitas anak (KALOG).

34. Difference of changes in equity of subsidiaries (Continued)

Approval of additional operations on the Manggarai-Soekarno-Hatta Airport service route by KCI in accordance with the Decree of the Ministry of Transportation through the Director General of Railways No. KA.005/1/4/DJKA/2022, on July 29, 2022.

35. Distribution of the Company's Net Profit and Retained Earnings

Based on General Meeting of Shareholders 2023, the Group booked income attributed to owner of the parent entity amounted to Rp1,873,921,301 which was allocated for use as follows:

- Rp866,000,000 as general reserve.
- Rp1,007,921,301 as other reserves.

Based on General Meeting of Shareholders 2022, the Group booked income attributed to owner of the parent entity amounted to Rp1,782,040,477 which was allocated for use as follows:

- Rp900,000,000 as general reserve.
- Rp882,040,477 as other reserves.

36. Additional Paid-in Capital

In accordance to the implementation of Regulation of the Minister of Finance No. 118/PMK.03/2016 on the Implementation of Law No. 11 of 2016 on Tax Amnesty, as amended by Regulation of the Minister of Finance No. 141/PMK.03/2016 and Directorate General of Tax Regulation.

No. PER-18/PJ/2016 on Redemption Payment of Excess Refund in the framework of Tax Amnesty, subsidiary (KALOG) was participated this tax amnesty.

Assets of tax amnesty amounting to Rp486,081 was recorded as additional paid-in capital of tax amnesty in subsidiary (KALOG).

37. Selisih Likuidasi

Berdasarkan Peraturan Pemerintah No. 19 Tahun 1998, Perusahaan berubah status dari Perusahaan Umum menjadi Persero terhitung mulai tanggal 1 Juni 1999.

Berdasarkan Laporan Auditor Independen atas Laporan Posisi Keuangan Likuidasi Perusahaan Umum Kereta Api per 31 Mei 1999 yang diaudit oleh BPKP Perwakilan Propinsi Jawa Barat berdasarkan Laporan

No. LAP-02.02.05-12720/PW.10.5/99 tanggal 9 November 1999, tercatat modal dan cadangan berupa sisa likuidasi sebesar Rp2.208.251.318.

Berdasarkan laporan posisi keuangan pembukaan Perusahaan per 1 Juni 1999 yang diaudit oleh BPKP Perwakilan Provinsi Jawa Barat berdasarkan Laporan No. LAP-02.02.05-13026/PW.10.5/1999 tertanggal 18 November 1999, sisa likuidasi sebesar Rp2.208.251.318 diperhitungkan sebagai modal yang disetor sebesar Rp2.200.000.000, sisanya sebesar Rp8.251.318 menjadi cadangan modal.

Atas cadangan modal sebesar Rp8.251.318 telah dipindahbukukan sebagai berikut:

Saldo per 1 Juni 1999	8.251.318
Dipindahkan ke saldo laba	(832.180)
Saldo per 31 Desember 1999	7.419.138
Dipindahkan ke BPYBDS	(187.293)
Saldo per 31 Desember 2000	7.231.845
Dipindahkan ke BPYBDS	(6.263.710)
Jumlah	968.135

37. Difference of Liquidation

Based on Government Regulation No. 19 of 1998, the Company changed its status from a Public Company to a Limited Company starting June 1, 1999.

Based on the Independent Auditors' Report on Perusahaan Umum Kereta Api Financial Position of Liquidation as of May 31, 1999 which was audited by Representative Office of BPKP of West Java Province, based on Report

No. LAP-02.02.05-12720/PW.10.5/99 dated November 9, 1999, it was recorded that capital and its reserves in the form of remaining balance upon liquidation amounted to Rp2,208,251,318.

Based on the Company's opening balance report as of June 1, 1999 which was audited by Representative Office of BPKP of West Java Province, based on Report No. LAP-02.02.05-13026/PW.10.5/1999 dated November 18, 1999, the remaining of liquidation value amounted to Rp2,208,251,318 was taken into account as paid up capital of Rp2,200,000,000, where the remaining of Rp8,251,318 into capital reserves.

The capital reserves amounted to Rp8,251,318 has been transferred as follows:

Balance as of June 1, 1999
Transferred to Retained Earnings
Balance as of December 31, 1999
Transferred to Government Equity Participation
Balance as of December 31, 2000
Transferred to Government Equity Participation
Total

38. Kepentingan Non-Pengendali

Kepentingan non-pengendali atas aset bersih:

	2024	2023
PT Angkasa Pura II (Persero)	89.828.331	80.591.675
Yayasan Pusaka	9.852.722	8.869.637
Jumlah	99.681.053	89.461.312

Kepentingan non-pengendali atas laba (rugi) bersih:

	2024	2023
PT Angkasa Pura II (Persero)	9.031.544	(3.994.112)
Yayasan Pusaka	1.577.551	1.620.948
Jumlah	10.609.095	(2.373.164)

38. Non-Controlling Interest

Non-controlling interests in net assets:

PT Angkasa Pura II (Persero)
Yayasan Pusaka
Total

Net income (loss) attributable to non-controlling interests:

PT Angkasa Pura II (Persero)
Yayasan Pusaka
Total

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38. Kepentingan Non-Pengendali (Lanjutan)

Kepentingan non-pengendali atas jumlah laba (rugi) komprehensif:

	2024	2023
PT Angkasa Pura II (Persero)	9.236.657	(4.126.252)
Yayasan Pusaka	1.553.122	1.582.123
Jumlah	10.789.779	(2.544.129)

Kepentingan non-pengendali PT Angkasa Pura II (Persero) merupakan kepentingan non-pengendali atas penyertaan saham pada Railink pada tanggal 31 Desember 2024 dan 2023.

Sedangkan untuk Yayasan Pusaka merupakan kepentingan non-pengendali atas penyertaan saham pada:

- 1) PT Reska Multi Usaha
- 2) PT Kereta Commuter Indonesia
- 3) PT KA Pariwisata
- 4) PT KA Logistik
- 5) PT KA Properti Manajemen

38. Non-Controlling Interest (Continued)

Total comprehensive income (loss) attributable to non-controlling interests:

PT Angkasa Pura II (Persero)	
Yayasan Pusaka	
Total	

Non-controlling interest of PT Angkasa Pura II (Persero) is a non-controlling interest of investment in Railink as of December 31, 2024 and 2023.

Meanwhile, Yayasan Pusaka is a non-controlling interest in this following ownership:

- 1) PT Reska Multi Usaha
- 2) PT Kereta Commuter Indonesia
- 3) PT KA Pariwisata
- 4) PT KA Logistik
- 5) PT KA Properti Manajemen

39. Pendapatan Angkutan dan Usaha Lainnya

39. Transportation and Other Operating Revenues

	2024	2023
Angkutan Penumpang		
Kelas Eksekutif (Kelas 1)	5.148.186.957	4.505.495.626
Kelas Bisnis (Kelas 2)	336.957.579	293.899.485
Kelas Ekonomi (Kelas 3)	6.433.809.451	5.142.430.514
Sub Jumlah	11.918.953.987	9.941.825.625
Angkutan Barang		
Batu Bara	11.335.116.542	10.190.706.710
Peti Kemas	475.928.231	414.804.866
BBM	387.122.082	385.496.853
Parcel/ Hantaran	223.833.310	230.744.572
Semen	215.410.264	272.245.319
Perkebunan	139.071.915	132.624.248
Lainnya	24.289.653	19.439.801
Sub Jumlah	12.800.771.997	11.646.062.369
Pendukung Angkutan KA		
Prapurna dan Bongkar-Muat	431.571.333	481.252.379
Service on Train dan Restorasi KA	298.392.471	176.275.711
Lainnya	284.876.006	212.247.737
Sub Jumlah	1.014.839.810	869.775.827
Non-Angkutan		
Pekerjaan Pihak Ketiga	667.799.939	606.411.499
Pendapatan		
Optimalisasi Aset (Catatan 16)	658.136.324	649.662.475
Lainnya	574.545.213	524.079.321
Sub Jumlah	1.900.481.476	1.780.153.295
Kompensasi Pemerintah		
Pendapatan Pelayanan Publik (PSO)	4.685.524.908	2.919.969.049
Pemeliharaan		
Infrastruktur Operasi (IMO)	3.479.639.842	468.710.820
Angkutan Perintis	126.197.889	137.790.056
Sub Jumlah	8.291.362.639	3.526.469.925
Jumlah	35.926.409.909	27.764.287.041

Passenger Transportation Services	
Executive Class (First Class)	
Business Class (Second Class)	
Economy Class (Third Class)	
Sub Total	
Goods Transportation Services	
Coal	
Container	
Fuel	
Parcel/ Delivery	
Cement	
Plantation	
Other	
Sub Total	
Transportation Support	
Dooring and Loading-Unloading	
Service and Restaurant on Train	
Others	
Sub Total	
Non-Transportation	
Third Party Services	
Assets Optimization	
Income (Note 16)	
Others	
Sub Total	
Government Compensation	
Public Service Obligation (PSO)	
Infrastructure Maintenance	
Operation (IMO)	
Pioneer Transportation	
Sub Total	
Total	

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**39. Pendapatan Angkutan dan Usaha Lainnya
(Lanjutan)**

Pendapatan jasa angkutan penumpang merupakan pendapatan dari hasil penjualan tiket perjalanan kereta api jarak jauh dan jarak dekat.

Pendapatan jasa angkutan barang merupakan pendapatan atas jasa angkutan barang dengan menggunakan gerbong dan peti kemas.

Pendapatan pendukung angkutan merupakan pendapatan yang diperoleh selain jasa angkutan barang dan penumpang namun masih berhubungan dengan aktivitas pengangkutan, meliputi: suplesi, bagasi, angkutan KA lainnya serta pendapatan penunjang operasional, pendapatan jasa pengangkutan lanjutan (antara stasiun kereta api dengan gudang barang), jasa terminal peti kemas dan jasa pengawalan.

Pendapatan optimalisasi aset merupakan pendapatan sewa menyewa properti di dalam dan di luar stasiun.

Pendapatan kompensasi Pemerintah merupakan pendapatan kompensasi yang diperoleh atas pelaksanaan penugasan dari Pemerintah untuk pelayanan umum, pemeliharaan infrastruktur, serta pengembangan jalur kereta perintis.

39. Transportation and Other Operating Revenues (Continued)

Passenger transportation services revenue represents revenue generated from ticket sales of long and short distance trains.

Freight transportation services revenue represents revenue generated from freight transportation by carriages and containers.

Revenue of transportation supports represents revenue generated from transportation activities beside of freight and passenger transportation services, such as: supply, baggage, operational supports, extended transportation service (connecting between railway station and warehouse), container terminal service and safeguard service.

Assets optimalization income represents income generated from property leases inside and outside of the station.

Government compensation income represents compensation income obtained for implementation of assignments from the Government for public services, infrastructures maintenance, and pioneer railways track development.

40. Beban Angkutan dan Usaha Lainnya

40. Transportation and Other Operating Cost

	2024	2023
Beban Operasi Langsung		
BBM dan Listrik Aliran Atas	3.657.154.892	3.999.527.028
Perawatan Sarana	3.556.006.110	2.980.866.341
Pegawai	3.374.057.954	3.163.534.250
Pendukung Operasional dan Angkutan	1.256.954.506	1.350.236.730
Penyusutan Sarana	1.012.342.655	826.075.525
Penyusutan Fasilitas Dipo dan Balai Yasa	168.366.815	134.839.964
Asuransi	93.319.373	80.516.943
Bongkar Muat	56.983.949	65.045.600
Sub Jumlah	13.175.186.254	12.600.642.381
Beban Operasi Tidak Langsung		
Pegawai	2.547.271.409	2.474.453.496
Perawatan dan Operasi Prasarana	2.498.939.250	1.756.622.456
Beban Penggunaan Prasarana (TAC)	1.547.372.243	611.380.123
Beban Keamanan dan Kebersihan	1.200.539.536	790.930.267
Penyusutan Prasarana dan Amortisasi	1.085.327.154	661.816.789
Beban Optimalisasi Aset (Catatan 16)	641.754.220	511.938.878
Beban Stasiun	231.834.670	197.380.905
Perawatan Prasarana		
Pendukung Angkutan KA	124.933.929	69.908.171
Asuransi	38.549.940	1.198.241
Sub Jumlah	9.916.522.351	7.075.629.326
Jumlah	23.091.708.605	19.676.271.707

Direct Operating Expenses
Fuel and Flux Over Electricity
Rolling Stock Maintenance
Employees
Operational and Railway Support
Rolling Stock Depreciation
Dipo and Balai Yasa
Facilities Depreciation
Insurance
Loading-Unloading
Sub Total
Indirect Operating Expenses
Employee
Infrastructure Operation and Maintenance
Track Access Charge (TAC)
Security and Cleaning Expense
Infrastructure Depreciation and Amortization
Asset Optimization Expense (Note 16)
Railway Station Expense
Transportation Supporting
Facility Maintenance
Insurance
Sub Total
Total

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41. Beban Usaha

41. Operating Expenses

	2024	2023	
Pegawai	2.635.716.919	2.870.874.456	Employee
Konsultan, Penelitian dan Pengembangan	878.327.323	80.752.194	Consultant, Research and Development
Perlengkapan dan Operasional Kantor	306.566.620	214.509.157	Office Equipment and Operations
Teknologi dan Sistem Informasi	251.115.562	191.216.622	Technology and Information System
Pemasaran (Pemulihan)/Penurunan	245.699.547	238.721.485	Marketing (Recovery)/Impairment
Nilai Aset Keuangan	225.448.093	34.265.549	Financial Assets
Rapat/ Akomodasi	194.262.247	135.391.442	Meeting/ Accommodation
Pendidikan dan Pelatihan	151.398.785	149.609.220	Education and Training
Penyusutan Fasilitas	108.514.219	99.798.926	Facilities Depreciation
Pajak Bumi dan Bangunan	102.101.740	87.764.692	Land and Building Tax
Administrasi	134.157.061	124.309.045	Administration
Jumlah	5.233.308.116	4.227.212.786	Total

42. Saldo dan Sifat Transaksi dengan Pihak Berelasi

42. Balance and Nature of Transaction with Related Parties

Perusahaan merupakan bagian dari suatu kelompok usaha sebagaimana dijelaskan di bawah, dalam menjalankan operasinya berhubungan dan melakukan transaksi dengan pihak-pihak yang berelasi. Mengenai hubungan tersebut, tidak terdapat perbedaan syarat dan kondisi atas transaksi yang dilakukan dengan pihak ketiga.

The Company is a part of a business group as described below in performing its operations and transactions with related parties. Regarding this relationship, there are no differences in terms and conditions of transactions made with third parties.

Sifat hubungan dengan pihak-pihak yang berelasi sebagai berikut:

Nature of relationship with a related parties are as follows:

- Pemerintahan Republik Indonesia diwakili oleh Menteri BUMN merupakan pemegang saham Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.
- Perusahaan menempatkan dan meminjam dana pada bank-bank yang dimiliki Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
- Perusahaan yang menandatangani perjanjian dalam rangka usaha, dengan BUMN-BUMN lain merupakan entitas anak BUMN serta badan-badan lembaga-lembaga pemerintah yang berwenang.
- Memiliki anggota pengurus yang sama dengan entitas anak, yaitu Direksi Perusahaan yang juga merupakan Komisaris pada entitas anak.
- Dewan Komisaris dan Direksi merupakan personil manajemen kunci Grup.

- The Government of Republic of Indonesia represented by the Minister of State-Owned Enterprises is the Company's shareholder and other state affiliates through a capital investment of the Government of Republic of Indonesia.*
- The Company places and borrows funds from banks owned by the Government with the terms and interest rates normally applicable to third parties.*
- The Company entered into business agreement with other state-owned enterprises or its subsidiaries or other authorized government's agencies.*
- Has the same management member in subsidiary, as the Company's Board of Directors who are also subsidiary's Commissioners.*
- The Board of Commissioners and Directors are member of the key management of the Group.*

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42. Saldo dan Sifat Transaksi dengan Pihak Berelasi (Lanjutan)

Berikut adalah transaksi dengan pihak berelasi yang material:

Pihak Berelasi/ Related Parties	Hubungan/ Nature of Relationship
Pemerintah Republik Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Kementerian Perhubungan Republik Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT BPRS Baiturridha Pusaka	Entitas Asosiasi/ <i>Associate Entity</i>
PT Indonesia Asahan Aluminium (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pertamina (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Semen Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Industri Kereta Api (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pembangunan Perumahan (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Perkebunan Nusantara III (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Krakatau Steel (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Rajawali Nusantara Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Perusahaan Listrik Negara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pupuk Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT BioFarma (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Adhi Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Aviast Pariwisata Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Biro Klasifikasi Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Barata Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT LEN Industri (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Garuda Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Lembaga Pembiayaan Ekspor Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Kementerian Keuangan Republik Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Jasa Marga (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bahana Pembinaan Usaha Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pilar Sinergi BUMN Indonesia	Ventura Bersama/ Joint Venture
PT Telekomunikasi Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Perum PPD	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Moda Integrasi Transportasi Jabodetabek	Entitas Asosiasi/ Associate Entity
PT Kereta Cepat Indonesia China	Ventura Bersama/ Joint Venture
PT Wijaya Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Yodya Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Perum Lembaga Kantor Berita Nasional Antara	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>

42. Balance and Nature of Transaction with Related Parties (Continued)

Below are the material transactions with related parties:

Jenis Transaksi/ Nature of Transaction
Hak Konsesi atas Prasarana Kereta Api, Pemberian Pinjaman Jangka Panjang PEN, dan Perpajakan/ <i>Railway Infrastructure of Concession Rights, provide long term loans PEN and Taxation</i>
Penerimaan Dana atas Penyelenggaraan angkutan PSO, Perintis, dan Perawatan IMO, Pembayaran Bunga, dan Pembayaran TAC/ <i>Receipts compensation for Public Service Liabilities, Pioneer Compensation and IMO, Interest Payment and TAC Payment</i>
Penempatan Giro, Deposito Berjangka, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi/Biaya Keuangan, Pendapatan Bunga dan Dana Pensiun <i>Placement Current Account, Time Deposit, Restricted Funds, Syndicated Loans Facility, Finance cost, Finance income and Pension Fund</i>
Penempatan Giro, Deposito Berjangka, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Persewaan Lahan/Biaya Keuangan, Pendapatan Bunga, Pendapatan Sewa, Dana Pensiun, dan Dana Kesehatan Pegawai <i>Placement Current Account, Time Deposit, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Land lease, Property lease, Finance cost, Interest income, Lease income, Pension Fund and Employee Healthy Fund</i>
Penempatan Giro, Deposito Berjangka, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Persewaan Lahan, <i>Placement Current Account, Time Deposit, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Land lease, Finance cost, Employee Insurance, Interest income, Lease income and Pension Fund</i>
Penempatan Giro, Deposito Berjangka, Hak Konsesi atas Prasarana Kereta Api, Pemberian Pinjaman Jangka Panjang PEN, dan Perpajakan/ <i>Railway Infrastructure of Concession Rights, provide long term loans PEN and Taxation</i>
Penempatan Giro, Deposito Berjangka dan investasi jangka pendek/ <i>Placement Current Account, Time Deposit and short term investment</i>
Penerimaan dari Jasa Angkutan dan Jasa Pendukung/ <i>Receipts from Transportation Services and Supporting Services</i>
Pembelian Bahan Bakar Minyak dan Jasa Pendukungnya, Penerimaan dari Jasa Angkutan dan Sewa Lahan/ <i>Purchase of fuel and lubricants for infrastructure operations at maintenance stations and railway facilities</i>
Penerimaan dari Jasa Angkutan dan Jasa Pendukung/ <i>Receipts from Transportation Services and Supporting Services</i>
Pembelian Aset Sarana, Pembelian Suku Cadang, Jasa Perawatan Sarana, Penerimaan Jasa Teknis Sarana, dan Jasa Angkutan/ <i>Purchase of Rolling Stock Assets, Spare Parts, Rolling Stock Maintenance Services, Receipts Rolling Stock Technical Services, and Transportation Services</i>
Persewaan Lahan/ <i>Land Lease</i>
Penerimaan dari Jasa Angkutan dan Jasa Pendukung/ <i>Receipts from Transportation Services and Supporting Services</i>
Penerimaan dari Jasa Angkutan dan Jasa Pendukung/ <i>Receipts from Transportation Services and Supporting Services</i>
Persewaan Lahan/ <i>Land Lease</i>
Persewaan Lahan, Pembayaran Listrik Operasional dan Listrik Aliran Atas/ <i>Land lease, Payment of Operation Electricity and Flux Over Electricity</i>
Penerimaan dari Jasa Angkutan dan Jasa Pendukung/ <i>Receipts from Transportation Services and Supporting Services</i>
Penerimaan dari Persewaan Lahan/ <i>Receipts from Land Lease</i>
Kontraktor dalam Pembangunan Proyek LRT Jabodetabek/ <i>Contractor for construction of Jabodetabek Light Rail Transit infrastructure</i>
Pembayaran Persewaan Lahan dan Utilitas Bandara/ <i>Payment of Land Lease and Airport Utility</i>
Pembayaran Jasa Konsultasi/ <i>Payment of Consultation Service</i>
Pembelian Suku Cadang Sarana/ <i>Purchase of Spare Parts of Rolling Stock</i>
Pembelian Suku Cadang Prasarana/ <i>Purchase of Infrastructure spare parts</i>
Pembayaran Tiket Pesawat/ <i>Airline Ticket Payment</i>
Fasilitas Kredit Sindikasi dan Biaya Keuangan/ <i>Syndicated Credit Facility and Finance Cost</i>
Fasilitas Kredit Sindikasi dan Biaya Keuangan/ <i>Syndicated Credit Facility and Finance Cost</i>
Fasilitas Pinjaman Subordinasi dan Biaya Keuangan/ <i>Subordination Loans Facility and Finance Cost</i>
Penerimaan dari Pekerjaan Alih Daya/ <i>Receipts from Outsource Employee</i>
Asuransi Pegawai/ <i>Employee Insurance</i>
Piutang Lain-lain/ Other Receivables
Pembayaran Jasa Telekomunikasi/ <i>Payment for Telecommunication Services</i>
Penerimaan Jasa Angkutan/ <i>Receipts from Transportation Services</i>
Piutang Usaha/ Trade Receivables
Piutang Usaha/ Trade Receivables
Utang Usaha, Persewaan Properti/ <i>Trade Payables, Property Lease</i>
Pembayaran Jasa Konsultasi/ <i>Payment of Consultation Service</i>
Pembayaran Jasa Publikasi, Media, dan Komunikasi/ <i>Payment of Publication, Media, and Communication Service</i>

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42. Saldo dan Sifat Transaksi dengan Pihak Berelasi (Lanjutan)

42. Balance and Nature of Transaction with Related Parties (Continued)

	2024	2023
Bank (Catatan 5)		
PT Bank Negara Indonesia (Persero) Tbk	1.564.693.684	693.678.680
PT Bank Mandiri (Persero) Tbk	1.464.989.581	1.346.496.081
PT Bank Rakyat Indonesia (Persero) Tbk	1.122.805.464	1.376.602.397
PT Bank Tabungan Negara (Persero) Tbk	65.849.764	33.198.909
PT BPRS Baiturridha Pusaka	4.380.947	6.911.327
Jumlah Bank	4.222.719.440	3.456.887.394
% Terhadap Jumlah Aset	4,35%	4,25%
Deposito (Catatan 5)		
PT Bank Tabungan Negara (Persero) Tbk	145.000.000	50.000.000
PT Bank Mandiri (Persero) Tbk	110.000.000	305.000.000
PT Bank Rakyat Indonesia (Persero) Tbk	95.200.000	875.615.360
PT BPRS Baiturridha Pusaka	29.000.000	6.000.000
PT Bank Negara Indonesia (Persero) Tbk	--	150.000.000
Jumlah Deposito	379.200.000	1.386.615.360
% Terhadap Jumlah Aset	0,39%	1,70%
Dana Dibatasi		
Penggunaannya (Catatan 6)		
PT Bank Rakyat Indonesia (Persero) Tbk	1.529.200.131	1.012.638.903
PT Bank Mandiri (Persero) Tbk	1.089.172.059	845.707.566
PT Bank Negara Indonesia (Persero) Tbk	649.868.416	702.533.689
Jumlah Dana	3.268.240.606	2.560.880.158
Dibatasi Penggunaannya	3,37%	3,15%
% Terhadap Jumlah Aset	3,37%	3,15%
Piutang Usaha (Catatan 7)		
PT Indonesia Asahan Aluminium (Persero) - PT Bukit Asam (Persero) Tbk	1.115.712.747	968.595.805
Kementerian Perhubungan Republik Indonesia	643.314.891	187.421.191
PT Pertamina (Persero)	60.855.438	42.561.456
PT Telekomunikasi Indonesia (Persero) Tbk	52.674.323	2.724.885
PT Kereta Cepat Indonesia China	40.202.198	2.901.356
PT Semen Indonesia (Persero) Tbk	26.407.024	38.589.904
PT Perkebunan Nusantara III (Persero) - PT Perkebunan Nusantara IV	21.596.730	8.727.229
PT Perusahaan Listrik Negara (Persero)	13.892.877	--
PT BioFarma (Persero)	5.099.685	1.427.810
PT Krakatau Steel (Persero) Tbk	4.390.717	4.100.904
PT Bank Mandiri (Persero) Tbk	3.417.569	2.606.264
PT Bank Negara Indonesia (Persero) Tbk	3.356.338	753.896
PT Pelabuhan Indonesia (Persero)	1.828.338	--
PT Bank Rakyat Indonesia (Persero) Tbk	1.672.142	1.706.446
Lain-lain (masing-masing di bawah Rp1 miliar)	6.739.658	4.848.799
Jumlah Piutang Usaha	2.001.160.675	1.266.965.945
Cadangan Kerugian Penurunan Nilai	(15.277.328)	(13.851.143)
Jumlah - Bersih	1.985.883.347	1.253.114.802
% Terhadap Jumlah Aset	2,05%	1,54%
Piutang Lain-lain (Catatan 8)		
Lancar		
Pemerintah Republik Indonesia (Catatan 33)	2.000.000.000	--
PT Pilar Sinergi BUMN Indonesia	467.084.356	--
PT Indonesia Asahan Aluminium (Persero) - PT Bukit Asam (Persero) Tbk	103.700.228	103.700.228
PT Moda Integrasi Transportasi Jabodetabek	8.183.000	8.183.000
PT Pertamina (Persero)	3.808.156	3.808.156
PT Semen Indonesia (Persero) Tbk	1.917.139	1.917.139
Perum PPD	500.000	500.000
Jumlah Piutang Lain-lain	2.585.192.879	118.108.523
Cadangan Kerugian Penurunan Nilai	(109.925.524)	(109.925.523)
Jumlah Tidak Lancar	2.475.267.355	8.183.000
Tidak Lancar		
PT Pilar Sinergi BUMN Indonesia (Catatan 50)	7.149.335.122	--
Jumlah Tidak Lancar	7.149.335.122	--
Jumlah Bersih	9.624.602.477	8.183.000
% Terhadap Jumlah Aset	9,91%	0,01%

Bank (Note 5)	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Tabungan Negara (Persero) Tbk	
PT BPRS Baiturridha Pusaka	
Total Bank	
% to Total Assets	
Time Deposits (Note 5)	
PT Bank Tabungan Negara (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT BPRS Baiturridha Pusaka	
PT Bank Negara Indonesia (Persero) Tbk	
Total Time Deposits	
% to Total Assets	
Restricted Fund	
(Note 6)	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
Total Restricted Fund	
% to Total Assets	
Trade Receivables (Note 7)	
PT Indonesia Asahan Aluminium (Persero) - PT Bukit Asam (Persero) Tbk	
Kementerian Perhubungan Republik Indonesia	
PT Pertamina (Persero)	
PT Telekomunikasi Indonesia (Persero) Tbk	
PT Kereta Cepat Indonesia China	
PT Semen Indonesia (Persero) Tbk	
PT Perkebunan Nusantara III (Persero) - PT Perkebunan Nusantara IV	
PT Perusahaan Listrik Negara (Persero)	
PT BioFarma (Persero)	
PT Krakatau Steel (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
PT Pelabuhan Indonesia (Persero)	
PT Bank Rakyat Indonesia (Persero) Tbk	
Others (Each Under Rp1 Billion)	
Total Trade Receivables	
Allowance for Impairment Losses	
Total - Net	
% to Total Assets	
Other Receivable (Note 8)	
Current	
Government of the Republic of Indonesia (Note 33)	
PT Pilar Sinergi BUMN Indonesia	
PT Indonesia Asahan Aluminium (Persero)- PT Bukit Asam (Persero) Tbk	
PT Moda Integrasi Transportasi Jabodetabek	
PT Pertamina (Persero)	
PT Semen Indonesia (Persero) Tbk	
Perum PPD	
Total Other Receivables	
Allowance for Impairment Losses	
Subtotal Non-Current	
Non-Current	
PT Pilar Sinergi BUMN Indonesia (Note 50)	
Subtotal Non-Current	
Total Net	
% to Total Assets	

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42. Balance and Nature of Transaction with Related Parties (Continued)

Piutang lain-lain kepada pihak berelasi merupakan piutang yang tidak memiliki hubungan langsung dengan kegiatan utama Grup.

Other receivables to related parties represent receivables that are not directly related to Group's operational activities.

	2024	2023
Pendapatan Masih Akan Diterima - Lancar (Catatan 10)		
Kementerian Perhubungan RI - PSO	890.037.074	616.070.541
PT Pilar Sinergi BUMN Indonesia	212.490.193	--
Kementerian Perhubungan RI - IMO	117.473.999	--
Kementerian Perhubungan RI - Perintis	4.733.035	--
Sub Jumlah	1.224.734.301	616.070.541
Cadangan Kerugian Penurunan Nilai	(312.012.330)	(177.034.197)
Jumlah-Bersih	912.721.971	439.036.344
Pendapatan Masih Akan Diterima - Tidak Lancar (Catatan 10)		
Kementerian Perhubungan RI - IMO	2.421.054.175	--
Unwinding of discount atas		
Piutang Pihak Berelasi	(425.231.611)	--
Jumlah Tidak Lancar	1.995.822.564	--
Jumlah-Bersih	2.908.544.535	439.036.344
% Terhadap Jumlah Aset	3,00%	0,54%

Accrued Income - Current (Note 10)
Ministry of Transportation RI - PSO
PT Pilar Sinergi BUMN Indonesia
Ministry of Transportation RI - IMO
Ministry of Transportation RI - Pioneer
Sub Total
Allowance for Impairment Losses
Total-Net

Accrued Income - Non Current (Note 10)
Ministry of Transportation RI - IMO
Unwinding of discount on
Receivable Related Parties
Total Non Current
Total-Net
% to Total Assets

Pada tanggal 31 Desember 2024, pendapatan masih akan diterima dari Kementerian Perhubungan Republik Indonesia merupakan subsidi yang diberikan oleh Pemerintah dalam rangka memberikan layanan angkutan kereta api kepada masyarakat, kompensasi atas *Infrastructure Maintenance Operation* (IMO), kompensasi kewajiban pelayanan publik (PSO) dan bunga pinjaman PT Pilar Sinergi BUMN Indonesia (PSBI).

As of December 31, 2024, accrued income from Ministry of Transportation of Republic Indonesia consist of subsidies provided by the Government in order to provide rail transportation services to the public, compensation for *Infrastructure Maintenance Operation* (IMO), compensation for public service obligations (PSO) and PT Pilar Sinergi BUMN Indonesia's loan interest.

	2024	2023
Aset Tidak Lancar - Lainnya Aset Keuangan (Catatan 20)		
Dana Pensiun Pegawai		
PT Bank Rakyat Indonesia (Persero) Tbk	45.458.809	48.674.704
PT Bank Mandiri (Persero) Tbk	35.261.043	34.348.005
PT Bank Negara Indonesia (Persero) Tbk	9.416.841	8.236.224
Sub Jumlah	90.136.693	91.258.933
Dana Kesehatan Pegawai		
PT Bank Negara Indonesia (Persero) Tbk	40.891.764	60.679.342
Dana Cadangan Tantiem		
PT Bank Negara Indonesia (Persero) Tbk	13.596.594	--
PT Bank Rakyat Indonesia (Persero) Tbk	2.537.316	--
PT Bank Mandiri (Persero) Tbk	1.033.977	7.592.201
Sub Jumlah	17.167.887	7.592.201
Jumlah	148.196.344	159.530.476
% Terhadap Jumlah Aset	0,15%	0,20%

Other Non - Current Asset Financial Assets (Note 20)
Pension Funds
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk
Sub Total
Employee Healthy Fund
PT Bank Negara Indonesia (Persero) Tbk
Tantiem's Reserve Fund
PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
Sub Total
Total
% to Total Assets

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42. Balance and Nature of Transaction with Related Parties (Continued)

	2024	2023
Utang Usaha (Catatan 21)		
Kementerian Perhubungan Republik Indonesia	1.273.677.588	118.601.658
PT Industri Kereta Api (Persero)	117.507.897	303.857.994
PT Telekomunikasi Indonesia (Persero) Tbk	106.849.064	80.688.636
PT Adhi Karya (Persero) Tbk	100.120.779	4.190.116.201
PT Pertamina (Persero)	76.656.119	139.791.441
PT LEN Industri (Persero)	60.088.049	89.732.279
PT Perusahaan Listrik Negara (Persero)	17.324.089	13.523.811
PT Biro Klasifikasi Indonesia (Persero)	13.640.847	13.755.064
PT Barata Indonesia (Persero)	6.676.291	3.045.507
PT Bank Rakyat Indonesia (Persero) Tbk	5.999.137	383.636
PT Wijaya Karya (Persero) Tbk	4.493.490	13.309.743
PT Virama Karya (Persero)	4.109.617	684.936
PT Bahana Pembinaan Usaha Indonesia (Persero)	3.309.537	254.367
Perum Lembaga Kantor Berita Nasional Antara	1.451.171	--
PT Yodya Karya (Persero)	1.306.237	1.202.548
PT Garuda Indonesia (Persero) Tbk	--	2.887.642
PT Bio Farma (Persero)	--	1.434.941
Lain-lain (masing-masing dibawah Rp1 miliar)	2.847.895	3.028.828
Jumlah Utang Usaha	1.796.057.807	4.976.299.233
% Terhadap Jumlah Liabilitas	2,91%	9,86%

Pinjaman Jangka Pendek (Catatan 24)		
PT Bank Mandiri (Persero) Tbk	1.934.384.943	950.000.000
PT Bank Negara Indonesia (Persero) Tbk	498.556.557	--
Lembaga Pembiayaan Ekspor Indonesia	300.000.000	--
PT Bank Rakyat Indonesia (Persero) Tbk	138.172.893	38.523.138
Jumlah Pinjaman Jangka Pendek	2.871.114.393	988.523.138
% Terhadap Jumlah Liabilitas	4,65%	1,96%

Pinjaman Jangka Panjang (Catatan 28)		
PT Bank Mandiri (Persero) Tbk	8.083.181.735	3.827.952.281
PT Bank Negara Indonesia (Persero) Tbk	4.188.292.706	3.351.782.162
PT Bank Rakyat Indonesia (Persero) Tbk	3.725.314.294	3.351.277.799
PT Sarana Multi Infrastruktur (Persero)	2.026.350.808	2.079.335.804
Lembaga Pembiayaan Ekspor Indonesia	131.912.000	198.044.000
Kementerian Keuangan Republik Indonesia	22.407.142	23.425.649
Biaya Transaksi yang belum Diamortisasi	(1.704.672)	(2.472.898)
Jumlah Pinjaman Jangka Panjang	18.175.754.013	12.829.344.797
% Terhadap Jumlah Liabilitas	29,42%	25,42%

Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun (Catatan 28)		
PT Bank Rakyat Indonesia (Persero) Tbk	349.464.151	291.059.585
PT Bank Negara Indonesia (Persero) Tbk	335.377.588	291.162.367
PT Bank Mandiri (Persero) Tbk	312.884.288	191.337.775
PT Sarana Multi Infrastruktur (Persero)	134.045.173	89.230.225
Lembaga Pembiayaan Ekspor Indonesia	66.132.000	66.132.000
Kementerian Keuangan Republik Indonesia	1.018.507	1.018.507
Jumlah Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun	1.198.921.707	929.940.459
% Terhadap Jumlah Liabilitas	1,94%	1,84%

Pinjaman Program PEN (Catatan 27)		
Pemerintah Republik Indonesia	2.843.750.000	3.062.500.000
% Terhadap Jumlah Liabilitas	4,60%	6,07%

Trade Payables (Note 21)	
Ministry of Transportation Republic of Indonesia	
PT Industri Kereta Api (Persero)	
PT Telekomunikasi Indonesia (Persero) Tbk	
PT Adhi Karya (Persero) Tbk	
PT Pertamina (Persero)	
PT LEN Industri (Persero)	
PT Perusahaan Listrik Negara (Persero)	
PT Biro Klasifikasi Indonesia (Persero)	
PT Barata Indonesia (Persero)	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Wijaya Karya (Persero) Tbk	
PT Virama Karya (Persero)	
PT Bahana Pembinaan Usaha Indonesia (Persero)	
Perum Lembaga Kantor Berita Nasional Antara	
PT Yodya Karya (Persero)	
PT Garuda Indonesia (Persero) Tbk	
PT Bio Farma (Persero)	
Others (Each Under Rp1 Billion)	
Total Trade Payables	
% to Total Liabilities	

Short-Term Loans (Note 24)	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
Lembaga Pembiayaan Ekspor Indonesia	
PT Bank Rakyat Indonesia (Persero) Tbk	
Total Short-Term Loans	
% to Total Liabilities	

Long-Term Loans (Note 28)	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Sarana Multi Infrastruktur (Persero)	
Lembaga Pembiayaan Ekspor Indonesia	
Ministry of Finance Republic of Indonesia	
Unamortized Cost of Transaction	
Total Long-Term Loans	
% to Total Liabilities	

Portion of Long-Term Loans Maturing within One Year (Note 28)	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Sarana Multi Infrastruktur (Persero)	
Lembaga Pembiayaan Ekspor Indonesia	
Ministry of Finance Republic of Indonesia	
Total Current Maturities of Long-Term Loan	
% to Total Liabilities	

PEN Program Loan (Note 27)	
Government of the Republic of Indonesia	
% to Total Liabilities	

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42. Balance and Nature of Transaction with Related Parties (Continued)

Rincian pendapatan dari pihak berelasi sebagai berikut:

The details of revenues from related parties are as follows:

	2024	2023
PT Indonesia Asahan Aluminium (Persero) -		
PT Bukit Asam (Persero) Tbk	8.435.291.407	7.508.411.901
Kementerian Perhubungan Republik Indonesia	8.291.362.639	3.526.469.925
PT Pertamina (Persero)	387.122.082	385.496.853
PT Pilar Sinergi BUMN Indonesia	210.567.919	--
PT Bank Rakyat Indonesia (Persero) Tbk	119.027.951	77.635.245
PT Bank Mandiri (Persero) Tbk	102.539.812	83.083.338
PT Semen Indonesia (Persero) Tbk	77.488.662	82.221.857
PT Kereta Cepat Indonesia China	76.298.316	--
PT Bank Negara Indonesia (Persero) Tbk	69.406.229	45.405.301
PT Perkebunan Nusantara III (Persero) -		
PT Perkebunan Nusantara IV	48.862.660	36.333.590
PT Industri Kereta Api (Persero)	35.526.386	2.104.726
PT Telekomunikasi Indonesia Tbk	16.987.344	13.371.646
PT Pelabuhan Indonesia (Persero)	13.757.601	2.080.983
PT Bank Tabungan Negara (Persero) Tbk	7.610.902	6.399.991
PT BioFarma (Persero)	4.681.343	1.932.594
PT Pupuk Indonesia (Persero)	4.498.605	11.827.728
PT Perusahaan Listrik Negara (Persero)	1.911.517	489.234
PT Bahana Pembinaan Usaha Indonesia (Persero)	1.075.637	760.000
Lain-lain (masing-masing dibawah Rp1 miliar)	6.430.700	3.585.889
Jumlah Pendapatan	17.910.447.712	11.787.610.801
% Terhadap Jumlah Pendapatan	49,18%	42,00%

PT Indonesia Asahan Aluminium (Persero) -	
PT Bukit Asam (Persero) Tbk	
Misnistry of Transportation Republic of Indonesia	
PT Pertamina (Persero)	
PT Pilar Sinergi BUMN Indonesia	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
PT Semen Indonesia (Persero) Tbk	
PT Kereta Cepat Indonesia China	
PT Bank Negara Indonesia (Persero) Tbk	
PT Perkebunan Nusantara III (Persero) -	
PT Perkebunan Nusantara IV	
PT Industri Kereta Api (Persero)	
PT Telekomunikasi Indonesia Tbk	
PT Pelabuhan Indonesia (Persero)	
PT Bank Tabungan Negara (Persero) Tbk	
PT BioFarma (Persero)	
PT Pupuk Indonesia (Persero)	
PT Perusahaan Listrik Negara (Persero)	
PT Bahana Pembinaan Usaha Indonesia (Persero)	
Others (Each Under Rp1 Billion)	
Total Revenues	
% to Total Revenues	

Rincian beban dari pihak berelasi sebagai berikut:

The details of expenses from related parties are as follows:

	2024	2023
PT Pertamina (Persero)	3.388.764.854	3.755.518.455
Kementerian Perhubungan Republik Indonesia	1.849.045.584	611.380.123
PT Perusahaan Listrik Negara (Persero)	479.156.801	406.574.040
PT Bank Mandiri (Persero) Tbk	477.118.582	184.414.530
PT Bank Negara Indonesia (Persero) Tbk	277.269.368	148.451.127
PT Bank Rakyat Indonesia (Persero) Tbk	252.121.698	156.105.647
PT Telekomunikasi Indonesia (Persero) Tbk	143.760.391	173.777.924
Lembaga Pembiayaan Ekspor Indonesia	124.056.387	19.120.775
PT Sarana Multi Infrastruktur (Persero)	95.609.581	121.590.960
PT Industri Kereta Api (Persero)	73.887.765	54.186.270
PT Bahana Pembinaan Usaha Indonesia (Persero)	28.641.106	11.965.185
PT LEN Industri (Persero)	18.790.144	107.000
PT Biro Klasifikasi Indonesia (Persero)	10.127.996	11.993.241
PT Aviassi Pariwisata Indonesia (Persero)	5.480.717	4.113.742
PT Industri Telekomunikasi Indonesia	1.551.688	657.625
Perum Lembaga Kantor Berita Nasional Antara	1.451.171	--
PT Semen Indonesia (Persero)	492.674	1.497.209
PT Garuda Indonesia (Persero) Tbk	--	3.448.352
Lain-lain (Masing-masing dibawah Rp1 Milyar)	2.526.811	3.214.490
Jumlah Beban	7.229.853.318	5.668.116.695
% Terhadap Jumlah Beban	23,27%	17,31%

PT Pertamina (Persero)	
Kementerian Perhubungan Republik Indonesia	
PT Perusahaan Listrik Negara (Persero)	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Telekomunikasi Indonesia (Persero) Tbk	
Lembaga Pembiayaan Ekspor Indonesia	
PT Sarana Multi Infrastruktur (Persero)	
PT Industri Kereta Api (Persero)	
PT Bahana Pembinaan Usaha Indonesia (Persero)	
PT LEN Industri (Persero)	
PT Biro Klasifikasi Indonesia (Persero)	
PT Aviassi Pariwisata Indonesia (Persero)	
PT Industri Telekomunikasi Indonesia	
Perum Lembaga Kantor Berita Nasional Antara	
PT Semen Indonesia (Persero)	
PT Garuda Indonesia (Persero) Tbk	
Others Under Rp1 Billion)	
Total Expenses	
% to Total Cost of Revenues	

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42. Balance and Nature of Transaction with Related Parties (Continued)

Kompensasi manajemen kunci:

Key management compensation:

	2024	2023	
Direksi			Directors
Imbalan Kerja Jangka Pendek	72.273.517	62.893.465	Short-Term Benefits
Imbalan Pascakerja	4.851.480	4.360.002	Post-employment Benefits
Jumlah	77.124.997	67.253.467	Total
Dewan Komisaris			Board of Commissioners
Imbalan Kerja Jangka Pendek	35.730.923	33.031.914	Short-Term Benefits
Imbalan Pascakerja	1.838.674	2.027.048	Post-employment Benefits
Jumlah	37.569.597	35.058.962	Total

43. Penghasilan Keuangan

43. Finance Income

	2024	2023	
Pendapatan Bunga Pinjaman PSBI	210.543.919	--	Interest Income on Loan PSBI
Jasa Giro	156.991.024	150.723.754	Interest on Current Accounts
Penyesuaian Nilai Kini PEN	96.429.626	109.099.460	PEN Present Value Adjustment
Pendapatan Bunga Deposito Berjangka	29.634.566	41.899.695	Interest Income on Time Deposits
Jumlah	493.599.135	301.722.909	Total

44. Beban Keuangan

44. Finance Cost

	2024	2023	
Beban Bunga:			Interest Expense:
Kredit Investasi	1.530.715.557	755.168.080	Investment Loans
Obligasi	379.617.578	356.744.000	Bonds
CDB	203.158.352	--	CDB's
Pinjaman PEN	156.473.090	157.621.528	PEN's Loan
Kredit Modal Kerja	141.180.950	81.285.053	Working Capital Loans
Sukuk	50.824.213	38.943.850	Sukuk
Liabilitas Sewa (Catatan 19)	8.737.878	8.576.995	Lease Liability (Note 19)
Penyesuaian Nilai Kini PEN	96.429.626	109.099.460	PEN Present Value Adjustment
Jumlah	2.567.137.244	1.507.438.966	Total

45. Laba per Saham Dasar

45. Basic Earning per Share

	2024	2023	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	2.211.973.665	1.873.921.301	Profit attributed to the owner's of the parent entity
Rata-rata tertimbang saham beredar	22.368.743	22.219.702	Weighted average number of shares
Laba per Saham Dasar	99	84	Basic Earning per share

Perusahaan tidak mempunyai efek berpotensi dilusi saham, sehingga laba per saham dasar sama dengan laba per saham dilusi.

The Company did not have potential dilutive ordinary shares, thus basic earnings per share are the same as the dilutive earnings per share.

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46. Segmen Operasi

46. Operating Segment

Informasi menurut segmen usaha adalah sebagai berikut:

Information by business segments as follows:

	2024						
	Jasa Angkutan/ Transportation	Jasa Non Angkutan/ Non transportation	Konstruksi/ Construction	Jumlah/ Total	Eliminasi/ Eliminated	Konsolidasi/ Consolidated	
Pendapatan Usaha	34.025.928.433	1.900.481.476	181.807.049	36.108.216.958	--	36.108.216.958	Revenues
Antar Segmen	1.150.822.438	3.525.096.228	--	4.675.918.666	(4.675.918.666)	--	Inter Segment
Jumlah pendapatan	35.176.750.871	5.425.577.704	181.807.049	40.784.135.624	(4.675.918.666)	36.108.216.958	Total Revenues
Beban Operasi	(25.586.648.690)	(2.738.368.031)	(181.807.049)	(28.506.823.770)	--	(28.506.823.770)	Operating Expenses
Antar Segmen	(2.651.658.323)	(2.024.260.343)	--	(4.675.918.666)	4.675.918.666	--	Inter Segment
Jumlah Beban	(28.238.307.013)	(4.762.628.374)	(181.807.049)	(33.182.742.436)	4.675.918.666	(28.506.823.770)	Total Expenses
Hasil Segmen	6.938.443.858	662.949.330	--	7.601.393.188	--	7.601.393.188	Segment Result
Pendapatan (Beban) yang tidak dapat Dialokasikan							Revenues (Expenses) are not Allocated
Pendapatan Keuangan						493.599.135	Finance Incomes
Beban Keuangan						(2.567.137.244)	Finance Cost
Bagian Rugi Bersih Ventura						(2.230.032.781)	Joint Venture
Selisih Kurs						179.501.992	Foreign Exchanges
Lain-lain - Neto Manfaat (Beban)						(167.215.274)	Other - Net Tax Benefit
Pajak - Neto						(1.087.526.256)	(Expenses) - Net
Laba setelah Pajak Penghasilan						2.222.582.760	Income after Income Taxes
Kepentingan Nonpengendali						(10.609.095)	Non-Controlling Interest
Laba Diatribusikan Pemilik Induk						2.211.973.665	Income Attributable to Parent Entity Comprehensive
Laba Komprehensif Diatribusikan Pemilik Induk						2.408.305.491	Income Attributable to Parent Entity
Laporan Posisi Keuangan							Statement of Financial Position
Aset Segmen	66.613.728.759	1.214.968.123	32.314.323.111	100.143.019.993	(3.043.894.121)	97.099.125.872	Segmented Assets
Liabilitas Segmen	40.110.223.379	661.090.652	22.988.019.579	63.759.333.610	(1.984.870.211)	61.774.463.399	Segmented Liabilities

	2023						
	Jasa Angkutan/ Transportation	Jasa Non Angkutan/ Non transportation	Konstruksi/ Construction	Jumlah/ Total	Eliminasi/ Eliminated	Konsolidasi/ Consolidated	
Pendapatan Usaha	25.984.133.746	1.780.153.295	7.342.248.533	35.106.535.574	--	35.106.535.574	Revenues
Antar Segmen	1.030.285.369	2.812.106.480	--	3.842.391.849	(3.842.391.849)	--	Inter Segment
Jumlah pendapatan	27.014.419.115	4.592.259.775	7.342.248.533	38.948.927.423	(3.842.391.849)	35.106.535.574	Total Revenues
Beban Operasi	(21.625.791.586)	(2.277.692.907)	(7.342.248.533)	(31.245.733.026)	--	(31.245.733.026)	Operating Expenses
Antar Segmen	(2.301.672.591)	(1.540.719.258)	--	(3.842.391.849)	3.842.391.849	--	Inter Segment
Jumlah Beban	(23.927.464.177)	(3.818.412.165)	(7.342.248.533)	(35.088.124.875)	3.842.391.849	(31.245.733.026)	Total Expenses
Hasil Segmen	3.086.954.938	773.847.610	--	3.860.802.548	--	3.860.802.548	Segment Result
Pendapatan (Beban) yang tidak dapat Dialokasikan							Revenues (Expenses) are not Allocated
Pendapatan Keuangan						301.722.909	Finance Incomes
Beban Keuangan						(1.507.438.966)	Finance Cost
Bagian Rugi Bersih Ventura						(507.073.954)	Joint Venture
Selisih Kurs						(57.275.927)	Foreign Exchanges
Lain-lain - Neto Manfaat (Beban)						156.750.557	Other - Net Tax Benefit
Pajak - Neto						(375.939.030)	(Expenses) - Net
Laba setelah Pajak Penghasilan						1.871.548.137	Income after Income Taxes
Kepentingan Nonpengendali						2.373.164	Non-Controlling Interest
Laba Diatribusikan Pemilik Induk						1.873.921.301	Income Attributable to Parent Entity Comprehensive
Laba Komprehensif Diatribusikan Pemilik Induk						1.828.945.530	Income Attributable to Parent Entity
Laporan Posisi Keuangan							Statement of Financial Position
Aset Segmen	49.202.600.655	825.751.525	34.101.417.118	84.129.769.298	(2.755.455.925)	81.374.313.373	Segmented Assets
Liabilitas Segmen	29.800.674.714	285.906.504	22.017.002.379	52.103.583.597	(1.635.407.465)	50.468.176.132	Segmented Liabilities

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47. Aset dan Liabilitas dalam Mata Uang Asing

47. Assets and Liabilities in Foreign Currencies

Aset dan liabilitas dalam mata uang asing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Assets and liabilities in foreign currencies as of December 31, 2024 and 2023 are as follows:

	2024			2023			
	Mata Uang Asing (Nilai Penuh)/ Foreign Currency (Full Amount)		Rp	Mata Uang Asing (Nilai Penuh)/ Foreign Currency (Full Amount)		Rp	
Aset							Assets
Kas dan Setara Kas	USD	124.243.660	2.008.026.027	USD	126.102.542	1.943.996.787	Cash and Cash Equivalents
	EUR	355.012	5.982.417	EUR	488.464	8.372.273	
	JPY	6.318.718	646.799	JPY	6.321.907	692.546	
Dana Dibatasi Penggunaannya	USD	75.719.188	1.223.773.521	USD	58.388.861	900.122.688	Restricted Funds
	CNY	6.143	13.602	CNY	--	--	
Piutang Usaha	USD	14.040.492	226.922.432	USD	8.568.014	132.084.504	Trade Receivables
Piutang Lain-lain	USD	230.995.000	3.733.341.190	USD	--	--	Other Receivables
	CNY	1.542.787.560	3.415.993.932	CNY	--	--	
Jumlah Aset			10.614.699.920			2.985.268.798	Total Asset
Liabilitas							Liabilities
Utang usaha	JPY	29.357.071	3.005.062	JPY	132.510.650	14.516.151	Trade Payables
	USD	1.142.635	18.467.267	USD	728.518	11.230.840	
	EUR	1.006.166	16.955.218	EUR	307.680	5.273.635	
Utang Jangka Panjang Jatuh Tempo 1 Tahun	USD	610.083	9.860.152	USD	5.934.439	91.485.309	Current Maturities of Long-Term Loans
Utang Jangka Panjang Setelah Dikurangi Jatuh Tempo 1 Tahun	USD	230.995.000	3.733.341.190	USD	610.083	9.405.033	Long-Term Loans Net Of Maturities
	CNY	1.542.787.560	3.415.993.932	CNY	--	--	Long-Term Loans Net Of Maturities
Jumlah Liabilitas			7.197.622.821			131.910.968	Total Liabilities
Jumlah Bersih			3.417.077.099			2.853.357.830	Total Net

48. Kebijakan Manajemen Risiko

48. Risk Management Policies

Kebijakan manajemen risiko keuangan Grup adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis, serta untuk mengelola risiko pasar (termasuk risiko mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Grup beroperasi dengan kebijakan yang telah ditentukan oleh Dewan Direksi.

The financial risk management policies of the Group and its subsidiaries are made to ensure that adequate financial resources are available for operation and development of their business, and managing their exposure to market risks (including foreign currency risk and interest rate risk), credit risk and liquidity risk. The Group operate within defined policies which approved by the Board of Directors.

Dalam pengelolaan risiko, Grup membentuk Divisi Manajemen Risiko yang bertanggung jawab terhadap penyusunan kebijakan, kerangka kerja, pedoman penerapan manajemen risiko dan infrastruktur pengelolaan risiko, serta memastikan implementasi manajemen risiko tersebut di lingkungan Grup. Divisi Manajemen Risiko bertanggung jawab kepada Direktur Keuangan dan Manajemen Risiko.

In managing those risks, the Group established a Risk Management Division which is responsible for the preparation of the policies, the relevant frameworks, implementation guideline and the necessary risk management infrastructure to ensure the implementation of risk management in The Group environment. The Risk Management Division is responsible to the Director of Finance and Risk Management.

48. Kebijakan Manajemen Risiko (Lanjutan)

48. Risk Management Policies (Continued)

a. Risiko Pasar

1. Risiko mata uang asing

Risiko mata uang adalah risiko di mana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Eksposur Grup terhadap fluktuasi nilai tukar terutama berasal dari pinjaman jangka pendek, pinjaman jangka panjang piutang usaha dari penjualan dalam mata uang asing dan utang usaha dari pembelian dalam mata uang asing.

Grup menanggung risiko nilai tukar mata uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Rupiah. Mata uang yang menimbulkan risiko ini adalah terutama Dolar AS. Risiko nilai tukar mata uang asing dikelola sebaik mungkin dengan lindung nilai alami yaitu menyeimbangkan nilai kekayaan dan kewajiban masing-masing mata uang.

Untuk mengantisipasi dan mengurangi risiko fluktuasi kurs terhadap Dolar AS, Grup mengusahakan, untuk memastikan bahwa sebagian besar pembelian dan penjualan dilakukan dalam mata uang yang sama serta dilakukan pada saat yang hampir bersamaan dan mengimplementasikan kebijakan dimana hutang dalam mata uang asing yang digunakan untuk membiayai kegiatan usaha dilakukan dalam mata uang yang sama (lindung nilai alami). Manajemen juga memantau untuk memastikan bahwa kebijakan tersebut diimplementasikan semaksimal mungkin.

Grup memantau secara ketat fluktuasi dari nilai tukar mata uang asing, sehingga dapat mengambil langkah-langkah yang paling menguntungkan Grup pada waktu yang tepat.

a. Market Risk

1. Foreign currency risk

Foreign currency risk is the risk where the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group exposure to exchange rate fluctuations results primarily from Short-term loans, Long-term loans, trade receivable from sales in foreign currencies and trade payables from purchases in foreign currencies.

The Group incurs foreign currency risk on the transactions and balances that are denominated in currencies other than Indonesian Rupiah. The currency giving rise to this risk is US Dollar. Foreign currency risks are managed as far as possible by natural hedges of matching assets and liabilities in foreign currency.

In order to anticipate and mitigate the risk of exchange rate fluctuation against the US Dollar, the Group seeks, to ensure that significant portion of purchases and sales are carried out in the same currency as well as matching the timing of transactions and to implement a policy whereby debts in foreign currency used to finance business activities are made in the same currency (natural hedging). The management also ensures those policies are implemented to the maximum condition.

The Group closely monitors the foreign exchange rate fluctuation, so it can take useful actions to the Group in proper time.

48. Kebijakan Manajemen Risiko (Lanjutan)

48. Risk Management Policies (Continued)

Analisis Sensitivitas untuk Risiko Mata Uang Asing

Pada tanggal 31 Desember 2024 dan 2023, jika mata uang asing melemah/menguat sebesar 5% terhadap Rupiah dengan asumsi semua variabel konstan, laba sebelum pajak dalam tahun berjalan akan menjadi lebih rendah/tinggi sebesar Rp170.853.855 dan Rp155.859.003 terutama disebabkan oleh penjabaran keuntungan/ kerugian translasi kas setara kas, piutang usaha, piutang lain-lain, utang usaha dan utang bank.

2. Risiko Suku Bunga

Risiko suku bunga adalah risiko di mana nilai wajar atau arus kas masa depan dari suatu instrumen keuangan akan berfluktuasi karena perubahan suku bunga pasar. Eksposur Perusahaan terhadap risiko perubahan suku bunga pasar terutama terkait dengan pinjaman jangka pendek, pinjaman jangka panjang dan utang obligasinya. Fluktuasi suku bunga memengaruhi biaya atas pinjaman baru dan bunga atas saldo pinjaman Perusahaan yang dikenakan suku bunga mengambang.

Kebijakan Grup terkait dengan risiko suku bunga adalah sebagai berikut:

- 1) Mengelola biaya bunga melalui kombinasi utang dengan suku bunga tetap dan variabel. Grup mengevaluasi rasio suku bunga tetap terhadap suku bunga mengambang dari utang pinjaman dan utang obligasi sejalan dengan perubahan suku bunga yang relevan di pasar keuangan. Berdasarkan penilaian manajemen, pembiayaan baru akan ditentukan berdasarkan suku bunga tetap atau mengambang.
- 2) Mengelola eksposur atas tingkat suku bunga yang berasal dari utang pinjaman dan utang obligasi dengan menandatangani kontrak *swap*, tingkat suku bunga tersebut ditujukan untuk lindung nilai atas suku bunga mengambang dalam pinjaman mata uang Dolar AS.

Sensitivity Analysis for Foreign Currency Risk

As of December 31, 2024 and 2023, if the foreign currency has weakened/strengthened by 5% against Rupiah with all other variables are constant, the profit before tax for the current year will lower/higher by Rp170,853,855 and Rp155,859,003 mainly as a result of foreign exchange gain/losses on translation of cash and cash equivalent, trade receivables, other receivables, trade payables and bank loans.

2. Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to its Short-term loans, Long-term loans and bonds payable. Interest rate fluctuations influence the cost of new loans and the interest on the outstanding floating rate loans of the Company.

The Group policies related to interest rate risk are as follows:

- 1) Managing interest cost through a mix of fixed and variable rate debts. The Group evaluates the fixed to floating rate ratio of its loans and bonds payable in line with movements of relevant interest rates in the financial markets. Based on management's assessment, new financing will be priced either on a fixed or floating rate basis.
- 2) Managing the interest rate exposure from loans and bonds payable by signing the interest rate swap contracts. The contract is aimed to hedge the floating interest in US Dollar currency.

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48. Kebijakan Manajemen Risiko (Lanjutan)

Pada tanggal 31 Desember 2024 dan 2023, masing-masing lebih dari 13,89% dan 16,17%, dari utang berbunga/pinjaman berbunga Grup adalah utang dengan suku bunga tetap.

Grup menunjukkan sensitivitas terhadap perubahan yang mungkin terjadi pada suku bunga, dimana semua variabel lainnya dianggap tetap, terhadap laba Grup untuk tahun-tahun yang berakhir 31 Desember 2024 dan 2023 (melalui dampak atas suku bunga suku bunga JIBOR untuk pinjaman dalam Rupiah).

Analisis sensitivitas di bawah ini telah ditentukan berdasarkan eksposur suku bunga untuk non derivatif pada akhir tahun pelaporan. Untuk liabilitas tingkat bunga mengambang, analisis tersebut disusun dengan asumsi jumlah liabilitas terutang pada akhir tahun pelaporan itu terutang sepanjang tahun. Kenaikan atau penurunan sebesar 0,5% digunakan ketika melaporkan risiko suku bunga secara internal kepada manajemen kunci dan merupakan penilaian manajemen terhadap perubahan yang mungkin terjadi pada suku bunga.

Pada tanggal 31 Desember 2024 dan 2023, jika tingkat suku bunga atas utang bank 0,5% lebih tinggi/lebih rendah dengan asumsi semua variabel konstan, maka:

- Pada 31 Desember 2024, laba setelah pajak pada tahun berjalan akan menjadi lebih rendah/tinggi sebesar Rp180.489.916.
- Pada 31 Desember 2023, laba setelah pajak pada tahun berjalan akan menjadi lebih rendah/tinggi sebesar Rp41.382.380.

b. Risiko Kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang ditimbulkan oleh rekanan yang gagal memenuhi kewajiban kontraktual.

48. Risk Management Policies (Continued)

As of December 31, 2024 and 2023, more than 13.89% and 16.17% respectively, of The Group interest debts/ interest loans are loans with fixed rate.

The Group demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables are constant, of The Group profit for the years ended December 31, 2024 and 2023 (through the impact on the floating rate borrowings which is based on JIBOR for Rupiah borrowings).

The sensitivity analysis below has been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting year. For floating rate liabilities, the analysis is prepared by assuming the amount of the liability outstanding for the whole year. A 0.5% increase or decrease is used when report the interest rate risk internally to key management personnel and represents management's assessment of the reasonable possible changes in interest rates.

As of December 31, 2024 and 2023, if interest rates on bank loans is 0.5% higher/lower with all other variables are constant, then:

- As of December 31, 2024 profit after tax for the current year would be Rp180,489,916 lower/higher.
- As of December 31, 2023 profit after tax for the current year would be Rp41,382,380 lower/higher.

b. Credit Risk

Credit risk is the risk that the Group will suffer loss that come from other parties that failed to fulfill the contractual responsibility

48. Kebijakan Manajemen Risiko (Lanjutan)

48. Risk Management Policies (Continued)

Pada tanggal 31 Desember 2024 dan 2023, jumlah maksimum eksposur terhadap risiko kredit adalah Rp23.717.229.769 dan Rp10.457.053.729. Risiko kredit terutama berasal dari kas dan setara kas dan dana yang dibatasi penggunaannya, piutang usaha, pendapatan yang masih harus diterima, piutang lain-lain dan investasi jangka panjang.

As of December 31, 2024 and 2023, the total of maximum exposure from credit risk was Rp23,717,229,769 and Rp10,457,053,729. Credit risk arises from cash and cash equivalents and restricted cash, trade receivables, accrue revenue, other receivables and long-term investment.

Semua kas di bank dan deposito berjangka ditempatkan di bank yang memiliki kualitas kredit yang baik.

All the cash in banks and time deposits are placed in bank with good credit rating.

Pada tanggal 31 Desember 2024 piutang usaha Grup tidak terkonsentrasi pada pelanggan tertentu.

On December 31, 2024, Group's accounts receivable is not concentrated on certain customer.

Manajemen yakin akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Grup memiliki kebijakan yang jelas dalam pemilihan pelanggan, perjanjian yang mengikat secara hukum untuk transaksi serta jasa lainnya yang telah dilakukan dan secara historis mempunyai tingkat yang rendah untuk piutang yang bermasalah.

Management is confident in its ability to continue to control and maintain the minimal exposure of credit risk, considering the Group has clear policies on the selection of customers, legally binding agreements in place for sales transactions and other services rendered and historically low levels of bad debts.

c. Risiko Likuiditas

Risiko likuiditas (juga dikenal risiko pendanaan) adalah risiko dimana Perusahaan akan mengalami kesulitan dalam memperoleh dana untuk memenuhi komitmennya terkait dengan instrumen keuangan. Risiko likuiditas mungkin timbul akibat ketidakmampuan Grup untuk menjual aset keuangan secara cepat dengan harga yang mendekati nilai wajarnya.

c. Liquidity Risk

Liquidity risk (also known as funding risk) is a risk where the Company would be having a difficulty in obtaining funds to fulfill its commitments associated with financial instruments. Liquidity risk may rise from the incapability of the Group to sell assets immediately at prices close to its fair value.

Risiko likuiditas muncul dalam situasi Grup kesulitan memperoleh pendanaan. Kebijakan manajemen risiko likuiditas yang berhati-hati dilakukan dengan menjaga kecukupan kas dan setara kas. Perusahaan mengelola risiko likuiditas dengan memonitor perkiraan arus kas dan arus kas aktual serta menyesuaikan profil jatuh tempo dari aset dan liabilitas keuangan.

Liquidity risk arises in situations where Group struggles to obtain their financing. Risk management policy on liquidity was conducted carefully to maintain sufficient cash and cash equivalents. The Company manages liquidity risk by monitoring cash flow forecasts and actual cash flows and adjusts the maturity profile of financial assets and liabilities.

48. Kebijakan Manajemen Risiko (Lanjutan)

48. Risk Management Policies (Continued)

Tabel berikut ini memberikan rincian tanggal jatuh tempo kontraktual untuk liabilitas keuangan dengan pembayaran yang telah disepakati sebagai berikut:

The following table details the Company and its subsidiaries remaining contractual maturity for its financial liabilities with agreed repayment as follow:

	2024					
	Kurang dari 1 tahun/ <i>less than 1 year</i>	Lebih dari 1 tahun sampai dengan 3 tahun/ <i>over 1 year up to 3 years</i>	Lebih dari 3 tahun sampai dengan 5 tahun/ <i>over 3 year up to 5 years</i>	Lebih dari 5 tahun/ <i>over 5 years</i>	Jumlah/ <i>Total</i>	
Liabilitas Keuangan						Financial Liabilities
Utang Usaha	4.058.610.217	--	--	--	4.058.610.217	Trade Payables
Beban Akruai	2.545.123.471	--	--	--	2.545.123.471	Accrued Expenses
Pinjaman Jangka Pendek	3.070.227.509	--	--	--	3.070.227.509	Short-Term Loans
Obligasi	--	2.234.314.444	1.605.021.008	947.499.156	4.786.834.608	Bonds
Sukuk	--	295.406.037	591.351.781	408.688.738	1.295.446.556	Sukuk
Pinjaman Program PEN	473.958.333	947.916.666	947.916.666	473.958.335	2.843.750.000	PEN Program Loan
Pinjaman Jangka Panjang	1.685.333.403	3.235.984.871	3.181.291.972	23.676.155.758	31.778.766.004	Long-Term Loans
Liabilitas Sewa	49.736.108	69.422.848	--	--	119.158.956	Lease Liabilities
Jumlah	11.882.989.041	6.783.044.866	6.325.581.427	25.506.301.987	50.497.917.321	Total
	2023					
	Kurang dari 1 tahun/ <i>less than 1 year</i>	Lebih dari 1 tahun sampai dengan 3 tahun/ <i>over 1 year up to 3 years</i>	Lebih dari 3 tahun sampai dengan 5 tahun/ <i>over 3 year up to 5 years</i>	Lebih dari 5 tahun/ <i>over 5 years</i>	Jumlah/ <i>Total</i>	
Liabilitas Keuangan						Financial Liabilities
Utang Usaha	7.371.276.638	--	--	--	7.371.276.638	Trade Payables
Beban Akruai	2.203.317.939	--	--	--	2.203.317.939	Accrued Expenses
Pinjaman Jangka Pendek	1.388.523.138	--	--	--	1.388.523.138	Short-Term Loans
Obligasi	1.898.852.925	1.098.388.157	632.437.488	863.643.974	4.493.322.544	Bonds
Sukuk	--	--	117.042.620	381.543.574	498.586.194	Sukuk
Pinjaman Program PEN	437.500.000	875.000.000	875.000.000	875.000.000	3.062.500.000	PEN Program Loan
Pinjaman Jangka Panjang	1.294.613.508	3.368.446.810	2.812.805.015	13.960.775.637	21.436.640.970	Long-Term Loans
Liabilitas Sewa	36.504.861	74.166.028	--	--	110.670.889	Lease Liabilities
Jumlah	14.630.589.009	5.416.000.995	4.437.285.123	16.080.963.185	40.564.838.312	Total

d. Pengelolaan Modal

Dalam mengelola permodalannya, Grup senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya, dan untuk memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

Grup menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Grup mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari. Konsisten dengan perusahaan lain dalam industri, Grup memonitor modal dengan dasar rasio pinjaman terhadap modal yang disesuaikan.

d. Capital Management

In managing its equity, the Group always maintains its going concern as well as maximizes the benefits for shareholders and other stakeholders, and to provide adequate returns to shareholders by considering the price of products and services that are commensurate with the level of risk.

The Group set a number of capital ratios proportion to the risk. The Group manages its capital structure and makes adjustments by considering changes in economic conditions and risk characteristic of the underlying assets. Consistently with the other companies in the industries, the Group monitors the ratio of adjusted debt to equity.

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48. Kebijakan Manajemen Risiko (Lanjutan)

48. Risk Management Policies (Continued)

	2024	2023	
Pinjaman			Debt
Pinjaman Jangka Pendek	3.070.227.509	1.388.523.138	Short-Term Loans
Liabilitas Jangka Panjang yang yang Jatuh Tempo dalam Satu Tahun			Current Maturities of Long-Term Liabilities
Pinjaman Jangka Panjang	1.685.333.403	1.294.613.508	Long-Term Loans
Pinjaman Program PEN	473.958.333	437.500.000	PEN Program Loan
Obligasi	--	1.898.852.925	Bonds
Liabilitas Sewa	49.736.108	36.504.861	Lease Liabilities
Liabilitas Jangka Panjang setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun			Long-Term Liabilities - Net of Current Maturities
Pinjaman Jangka Panjang	30.093.432.601	20.142.027.462	Long-Term Loans
Pinjaman Program PEN	2.369.791.667	2.625.000.000	PEN Program Loans
Obligasi	4.786.834.608	2.594.469.619	Bonds
Sukuk	1.295.446.556	498.586.194	Sukuk
Liabilitas Sewa	69.422.848	74.166.028	Lease Liabilities
Jumlah Pinjaman	43.894.183.633	30.990.243.735	Total Debt
Jumlah Ekuitas	35.324.662.473	30.906.137.241	Total Equity
Rasio Pinjaman terhadap Ekuitas	124,26%	100,27%	Total Debt to Equity

Grup secara aktif dan rutin menelaah dan mengelola permodalannya untuk memastikan struktur modal dan pengembalian yang optimal bagi pemegang saham, dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang.

The Group actively and regularly examines and manages its capital structure to ensure optimum capital returns to shareholders, by consider the efficient usage of capital by operating cash flow and capital expenditures, and consideration of capital needs in the future.

49. Nilai Wajar Instrumen Keuangan

49. Fair Value of Financial Instrument

Nilai wajar aset dan liabilitas keuangan, beserta nilai tercatatnya, adalah sebagai berikut:

The fair values of financial assets and liabilities, together with the carrying amounts, are as follows:

	2024		2023		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Aset keuangan:					Financial assets:
Kas dan setara kas	4.925.957.175	4.925.957.175	5.138.571.482	5.138.571.482	Cash and cash equivalents
Dana dibatasi penggunaannya	3.295.188.104	3.295.188.104	2.587.812.673	2.587.812.673	Restricted fund
Piutang usaha	2.559.546.038	2.559.546.038	1.869.594.775	1.869.594.775	Trade receivables
Piutang lain-lain	9.636.269.763	9.636.269.763	61.586.990	61.586.990	Other receivables
Pendapatan Masih Akan Diterima	3.241.291.202	3.241.291.202	763.740.040	763.740.040	Accrued Income
Investasi Jangka Panjang	58.977.487	58.977.487	35.747.769	35.747.769	Long Term Investment
Jumlah	23.717.229.769	23.717.229.769	10.457.053.729	10.457.053.729	Total
Liabilitas keuangan:					Financial liabilities:
Utang usaha	4.058.610.217	4.058.610.217	7.371.276.638	7.371.276.638	Trade payables
Beban Akrua	2.545.123.471	2.545.123.471	2.203.317.939	2.203.317.939	Accrued expenses
Pinjaman jangka pendek	3.070.227.509	3.070.227.509	1.388.523.138	1.388.523.138	Short-term borrowings
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun:					Current Maturities of Long-Term Liabilities
Pinjaman jangka panjang	1.685.333.403	1.903.647.958	1.294.613.508	1.290.943.357	long-term loans
Pinjaman Program PEN	473.958.333	473.958.333	437.500.000	437.500.000	PEN Program Loan
Obligasi	--	--	1.898.852.925	1.898.852.925	Bonds
Liabilitas Sewa	49.736.108	49.736.108	36.504.861	36.504.861	Lease Liabilities
Pinjaman jangka panjang setelah dikurangi Bagian Jatuh Tempo dalam Satu Tahun:					Long-term loans net off current maturity
Pinjaman Jangka Panjang	30.093.432.601	28.188.077.805	20.142.027.462	20.141.120.495	
Pinjaman Program PEN	2.369.791.667	2.271.031.660	2.625.000.000	2.737.698.696	PEN Program Loan
Obligasi	4.786.834.608	5.003.226.535	2.594.469.619	2.710.565.827	Bonds
Sukuk	1.295.446.556	1.680.025.372	498.586.194	499.927.345	Sukuk
Liabilitas Sewa	69.422.848	69.422.848	74.166.028	74.166.028	Lease Liabilities
Jumlah	50.497.917.321	49.313.087.816	40.564.838.311	40.790.397.249	Total

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49. Nilai Wajar Instrumen Keuangan (Lanjutan)

Pada tanggal 31 Desember 2024 dan 2023, nilai tercatat aset dan liabilitas keuangan mendekati nilai wajarnya sebagai berikut:

1. Kas dan setara kas, investasi jangka pendek, kas yang dibatasi penggunaannya, piutang usaha dan piutang lain-lain. Aset keuangan tersebut merupakan aset keuangan jangka pendek yang akan jatuh tempo dalam waktu 12 bulan, sehingga nilai tercatat aset keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.
2. Utang usaha, utang lain-lain, beban akrual dan pinjaman jangka pendek. Liabilitas keuangan tersebut merupakan liabilitas jangka pendek yang akan jatuh tempo dalam waktu 12 bulan sehingga nilai tercatat liabilitas keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.
3. Pinjaman bank jangka panjang, termasuk bagian jatuh tempo dalam waktu satu tahun. Liabilitas keuangan tersebut merupakan pinjaman yang memiliki suku bunga variabel dan tetap yang disesuaikan dengan pergerakan suku bunga pasar sehingga nilai tercatat liabilitas keuangan tersebut telah mendekati nilai wajar.
4. Nilai wajar obligasi sebesar nilai kini dari arus kas di masa datang, yang didiskontokan dengan tingkat suku bunga pasar.
5. Nilai wajar investasi jangka panjang diukur pada nilai wajar menggunakan pengukuran level III.

50. Perjanjian-perjanjian Penting

a. Perjanjian Penyerahan Jasa Angkutan Barang

Perusahaan menandatangani perjanjian penyerahan jasa angkutan barang dengan beberapa perusahaan lain dengan ikhtisar sebagai berikut:

1. PT Indonesia Asahan Alumunium (Persero) – PT Bukit Asam Tbk

- a. Pengangkutan batu bara rute Tanjungenim Baru - Tarahan dan Tanjung Enim Baru - Kertapati, diatur dalam Perjanjian No. 027/PJJ/EKS-0100/HK.03/2017 dan No. KL.701/VI/19/KA-2017 tertanggal 9 Juni 2017.

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**49. Fair Value of Financial Instrument
(Continued)**

As of Desember 31, 2024 and 2023, the carrying amounts of financial assets and liabilities approximate their fair value as follows:

1. Cash and cash equivalents, Short-term investments, restricted cash, trade receivables and other receivables. That financial assets are due within 12 months, thus the carrying values of the financial assets approximate their fair values.
2. Trade payables, other liabilities, accrued expenses and Short-term loan. Those financial liabilities are due within 12 months, thus the carrying values of the financial liabilities approximately represent their fair values.
3. Long-term bank loans, including their current maturities. Those financial liabilities are liabilities with floating and fixed interest rates which are adjusted with the movements of market interest rates, so that the carrying values of the financial liabilities approximate their fair values.
4. The fair values of the bond payable are estimated at the present value of future cash flows, discounted at market interest rate.
5. The fair values of the long term investment are measured at fair value using level III measurements.

50. Significant Agreements

a. Freight Service Delivery Agreements

The Company has entered into an agreement for cargo delivery services with several other companies with a summary as follows:

1. PT Indonesia Asahan Alumunium (Persero) – PT Bukit Asam Tbk

- a. Coal transportation for Tanjungenim Baru - Tarahan and Tanjung Enim Baru - Kertapati routes, as set in the Agreement No. 027/PJJ/EKS-0100/HK.03/2017 and No. KL.701/VI/19/KA-2017 dated June 9, 2017.

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50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Hal penting yang diatur adalah sebagai berikut:

- Perjanjian berlaku mulai 1 Januari 2017 sampai dengan 31 Desember 2021.
- Para pihak sepakat rencana angkutan untuk masing-masing relasi pada tahun 2022 adalah Tanjungenim Baru (TMB) – Tarahan (THN) sebesar 24.900.000 Ton dan Tanjungenim Baru (TMB) – Kertapati (KPT) sebesar 6.600.000 Ton.
- Para pihak menyusun target volume angkutan bulanan paling lambat 3 bulan sebelum tahun berjalan mengacu pada Rencana Angkutan Tahunan.
- Berdasarkan Berita Acara Kesepakatan No. KL.707/II/9/KA-2023 tanggal 8 Februari 2023 antara Perusahaan dan PT Bukit Asam Tbk (Para Pihak) menyatakan bahwa Para Pihak sepakat pelaksanaan angkutan batu bara untuk tahun 2023 sampai 2027 dengan penyesuaian kenaikan tarif dan *dynamic pricing*.

- b. Pada tanggal 12 Oktober 2023, Perusahaan dan PT Bukit Asam Tbk – Entitas anak dari PT Indonesia Asahan Aluminium (Persero) menandatangani Perjanjian No. 011/T/PJJ/0100/HK.03/X/2023 dan No. KL.701/X/13/KA-2023 tentang angkutan batu bara dengan kereta api relasi Tanjung Enim baru – Tarahan dan Tanjung Enim baru – Kertapati. Perjanjian berlaku mulai 1 Januari 2023 sampai dengan 31 Desember 2027.

2. PT Pertamina (Persero) – PT Pertamina Patra Niaga

Perjanjian ditandatangani pada tanggal 28 Desember 2021 dengan No. KTR-008/PNA000000/2021-S0, No. KTR-185/PNE000000/2021-S0 dan No. KL.705/XI/4/KA-2021 yang merupakan Perjanjian Novasi atas perjanjian No.SP-003/R00000/2020-S0

Some important matters that were agreed are as follows:

- The Agreement is started from January 1, 2017 until December 31, 2021.
- The parties agreed that transportation plan for each relation in 2022 is Tanjungenim Baru (TMB) - Tarahan (THN) amounting to 24,900,000 and Tanjungenim Baru (TMB) - Kertapati (KPT) amounting to 6,600,000 Ton.
- Both parties prepare transportation volume target at least 3 months before next calendar year according to the Annual Transportation Plan.
- Based on the Minutes of Agreement No. KL.707/II/9/KA-2023 dated February 8, 2023 between the Company and PT Bukit Asam Tbk (the Parties) stated that the Parties agreed that the implementation of coal transportation would continue for period 2023 until 2027 with adjustment increase price and dynamic pricing.

- b. On October 12 2023, the Company and PT Bukit Asam Tbk – a subsidiary of PT Indonesia Asahan Aluminium (Persero) signed Agreement No. 011/T/PJJ/0100/HK.03/X/2023 and No. KL.701/X/13/KA-2023 concerning coal transportation by train on the relation of Tanjung Enim baru – Tarahan and Tanjung Enim baru – Kertapati. The agreement is valid from January 1, 2023 to December 31, 2027.

2. PT Pertamina (Persero) – PT Pertamina Patra Niaga

The agreement was signed on December 28, 2021 with agreement No. KTR-008/PNA000000/2021-S0, No. KTR-185/PNE000000/2021-S0 and No. KL.705/XI/4/KA-2021 which is Novation Agreement on No SP-003/R00000/2020-S0 and

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50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

dan No. KL.701/IV/1/KA-2020 tanggal 1 April 2020 dengan syarat dan ketentuan sebagai berikut:

- Perjanjian berlaku surut mulai 1 Oktober 2015 sampai dengan 1 April 2025. Terhitung sejak tanggal 1 September 2021, PT Pertamina melakukan pengalihan hak dan kewajiban kepada PT Pertamina Patra Niaga.
- Jasa yang diperjanjikan adalah pengangkutan bahan bakar minyak (meliputi premium, minyak tanah, solar, minyak diesel dan minyak bakar) dan bahan bakar minyak khusus (meliputi avtur, avgas, super TT, premix, dan bensin biru) dengan menggunakan gerbong ketel.
- Jumlah Bahan Bakar Minyak (BBM) dan Bahan Bakar Khusus (BBK) yang diangkut ditetapkan dalam rencana tahunan yang dikemudian dijabarkan secara definitif dalam rencana bulanan dan disetujui oleh kedua belah pihak.
- Tarif keseluruhan ditetapkan sebesar Rp694.40 KL/KM untuk semua jenis Bahan Bakar Minyak (BBM) dan bahan Bakar khusus (BBK) belum termasuk Pajak Pertambahan Nilai (PPN).
- Apabila terdapat klaim atas susut atau kerusakan mutu BBM/BBK yang diangkut akan diterbitkan, nota debet tagihan dan tagihan selanjutnya akan diperhitungkan serta dipotong dari tarif keseluruhan.

Sampai dengan laporan ini terbit proses perpanjangan perjanjian tersebut masih dalam proses.

No. KL.701/IV/1/KA-2020 agreement dated April 1, 2020 with the terms and conditions as follows:

- The agreement is valid retrospectively from October 1, 2015 until April 1, 2025. Since September 1, 2021, PT Pertamina transfer rights and obligation to PT Pertamina Patra Niaga.
- Services included transportation for fuels (such as premium, kerosene, diesel fuel, diesel oil and fuel oil) and special fuels (such as aviation fuel, avgas, Super TT, premix and petrol blue) by using a kettle train.
- The amount of transported fuel oils and special fuel oils is determined in a yearly plan which subsequently detailed a monthly definitive plan and approved by both parties.
- The rate is determined at Rp694,40 KL/KM for all types of fuel oils and special fuel oils, excluding value-added tax (VAT).
- If there is a claim for loss or damage of the quality of fuel, the invoice will be issued, debit bill and further bill will be calculate and deducted all in rate.

As of the issuance of this report, the process of extending the agreement is still ongoing.

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50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

3. PT Bara Alam Utama

Perjanjian kerja sama tentang angkutan batu bara dari Sukacinta ke Kertapati No. HK.221/XII/19/KA-2012 dan No. 001/BAU-KAI/XII/2012 tertanggal 14 Desember 2012 dan diaddendum V dengan Perjanjian No. KL.701/VII/9/KA-2023 tanggal 18 Juli 2023.

Beberapa hal penting yang diatur dalam perjanjian tersebut adalah:

- Perjanjian berlaku mulai 14 Desember 2012 sampai dengan 13 Desember 2032.
- Tarif angkutan batu bara tanpa MIP domestik rute Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, dan Banjarsari – Simpang sebesar Rp765,96 (Rupiah penuh)/ ton km dan tarif angkutan batu bara tanpa MIP domestik rute Sukacinta-Simpang sebesar Rp765,96 (Rupiah penuh)/ton km.
- Tarif angkutan batu bara tanpa MIP ekspor rute Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, dan Banjarsari – Simpang sebesar Rp737,36 (Rupiah penuh)/ ton km dan tarif angkutan batu bara tanpa MIP ekspor rute Sukacinta-Simpang sebesar Rp737,36 (Rupiah penuh)/ton km.
- Tarif angkutan batu bara dengan MIP ekspor rute Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, dan Banjarsari – Simpang sebesar Rp737,36 (Rupiah penuh)/ ton km dan tarif angkutan batu bara dengan MIP ekspor rute Sukacinta-Simpang sebesar Rp737,36 (Rupiah penuh)/ton km.
- Tarif angkutan batu bara dengan MIP ekspor rute Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, dan Banjarsari – Simpang sebesar Rp737,36 (Rupiah penuh)/ ton km dan tarif angkutan batu bara dengan MIP ekspor rute Sukacinta-Simpang sebesar Rp709 (Rupiah penuh)/ton km.

3. PT Bara Alam Utama

The Agreement of Coal Transportation for Sukacinta – Kertapati relation No. HK.221/XII/19/KA-2012 and No. 001/BAU-KAI/XII/2012 dated December 14, 2012 and amendment V with the Agreement No. KL.701/VII/9/KA-2023 dated July 18, 2023.

Some important matters that were agreed were as follow:

- *The agreement is started from December 14, 2012 untill December 13, 2032.*
- *The coal transportation rate without MIP for domestic on the Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, and Banjarsari – Simpang route is Rp765.96 (full Rupiah)/ton km and the coal transportation rate without MIP for domestic on the Sukacinta-Simpang route is RP765.96 (full Rupiah)/ton km.*
- *The coal transportation rate without MIP for export on the Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, and Banjarsari – Simpang route is Rp737.36 (full Rupiah)/ton km and the coal transportation rate without MIP for export on the Sukacinta-Simpang route is RP737.36 (full Rupiah)/ton km.*
- *The coal transportation rate with MIP for domestic on the Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, and Banjarsari – Simpang route is Rp737.36 (full Rupiah)/ton km and the coal transportation rate with MIP for domestic on the Sukacinta-Simpang route is Rp737.36 (full Rupiah)/ton km.*
- *The coal transportation rate with MIP for export on the Sukacinta – Kertapati, Sukacinta – Simpang, Banjarsari – Kertapati, and Banjarsari – Simpang route is Rp737,36 (full Rupiah)/ton km and the coal transportation rate with MIP for export on the Sukacinta-Simpang route is Rp709 (full Rupiah)/ton km.*

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50. Perjanjian-perjanjian Penting (Lanjutan)

4. PT Baramulti Sugih Sentosa

Perjanjian kerja sama angkutan batu bara dari Sukacinta - Kertapati dengan Addendum VI dengan perjanjian No. KL.701/XI/1/KA-2021 tertanggal 5 November 2021 dan diaddendum dengan perjanjian No. KL.701/VIII/7/KA-2023 tanggal 10 Agustus 2023.

Beberapa hal penting yang diatur dalam perjanjian tersebut adalah:

- Tarif angkutan batu bara tanpa MIP domestik periode 1 Agustus 2023 s.d 31 Desember 2037 untuk relasi Sukacinta - Kertapati, Merapi - Kertapati, Sukacita - Simpang, dan Merapi - Simpang sebesar Rp736,5 (Rupiah penuh)/ton km, berdasarkan harga dasar BBM sebesar Rp7.238 (Rupiah penuh)/liter.
- Tarif angkutan batu bara dengan MIP domestik periode 1 Agustus 2023 s.d 31 Desember 2037 untuk relasi Sukacinta-Kertapati, Merapi-Kertapati, Sukacita-Simpang, dan Merapi-Simpang sebesar Rp709 (Rupiah penuh)/ton km, berdasarkan harga dasar BBM sebesar Rp7.238 (Rupiah penuh)/liter.

5. PT Bintang Cemerlang Sentosa

Perjanjian kerja sama tentang angkutan Batu Bara dengan menggunakan gerbong datar dari Banjarsari ke Simpang ditandatangani pada tanggal 01 Agustus 2019 dengan No. KL.701/VIII/20/KA-2019 dan No. 047/DIR-BCS/VIII/2019 dengan syarat dan ketentuan sebagai berikut:

- Perjanjian berlaku sejak tanggal efektif pelaksanaan perjanjian dengan jangka waktu 10 tahun dan dapat diperpanjang.
- Tarif angkutan batu bara rute Banjarsari - Simpang sebesar Rp662 (Rupiah penuh)/ ton km berdasarkan harga dasar BBM sebesar Rp5.650 (Rupiah penuh)/ liter.
- PT Bintang Cemerlang Sentosa akan memberikan uang jaminan atas biaya angkutan berupa bank garansi sebesar Rp9.830.700.

50. Significant Agreements (Continued)

4. PT Baramulti Sugih Sentosa

The agreement of coal transportation from Sukacinta – Kertapati with amendment VI with agreement No. KL.701/XI/1/KA-2021 dated November 5, 2021 and amendment with agreement No. KL.701/VIII/7/KA-2023 dated August 10, 2023.

Some important matters that were agreed were as follow:

- The coal transportation rate without MIP for domestic for the period August 1, 2023 untill December 31, 2037 on the Sukacinta - Kertapati, Merapi - Kertapati , Sukacita - Simpang, and Merapi - Simpang route is Rp736,5 (full Rupiah)/ton km based on fuel price of Rp7,238 (full Rupiah)/litre.
- The coal transportation rate with MIP for domestic for the period August 1, 2023 untill December 31, 2037 on the Sukacinta - Kertapati, Merapi - Kertapati , Sukacita - Simpang, and Merapi - Simpang route is Rp709 (full Rupiah)/ton km based on fuel price of Rp7,238 (full Rupiah)/litre.

5. PT Bintang Cemerlang Sentosa

The agreement of transport with coal use flat wagon from Banjarsari – Simpang was signed on August 01, 2019, with No. KL.701/VIII/20/KA-2019 and No. 047/DIR-BCS/VIII/2019 with the terms and conditions as follows:

- The agreement is started from the effective date of the implement the agreement for a period of 10 years can be extended.
- Coal transportation rate for routes Banjarsari - Simpang amounted to Rp662 (full amount)/ ton kilometer based on fuel price at Rp5,650 (full amount)/ litre.
- PT Bintang Cemerlang Sentosa will provide a security deposit for transportation cost in the form of a bank guarantee amounted to Rp9,830,700.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

6. PT Semen Indonesia (Persero) Tbk – PT Semen Padang

Perjanjian kerja sama tentang angkutan barang semen curah dan terak semen (*clinker*) dari Indarung ke Teluk Bayur ditandatangani pada tanggal 2 Januari 2023 dengan No. KL.701/II/26/KA-2023 yang diaddendum dengan perjanjian No. KL.701/XII/47/KA-2024 tanggal 27 Desember 2024 dengan syarat dan ketentuan sebagai berikut:

- Perjanjian berlaku mulai 1 Januari 2023 sampai dengan 31 Desember 2026.
- PT Semen Padang wajib memenuhi target minimal pengangkutan tahunan, dengan rincian sebagai berikut:

No	Tahun/ Years	Target per Tahun/ Goals per Year
1	2023	75.000 Gerbong/ Wagons
2	2024	76.275 Gerbong/ Wagons
3	2025 - 2026	Akan disepakati Para Pihak, dan dituangkan dalam Addendum Perjanjian/ Will be agreed by the Parties, and set forth in the Addendum

- Tarif angkutan Barang rute dari Indarung ke Teluk Bayur sebesar Rp551.359 (Rupiah penuh)/ Gerbong km berdasarkan harga dasar BBM sebesar Rp6.800 (Rupiah penuh)/ liter.

b. Perjanjian Asuransi

1. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jasa Raharja Putera

- a. Perusahaan menandatangani perjanjian dengan PT Asuransi Jasa Raharja Putera tentang Pengadaan Asuransi Tanggung Jawab Pengangkut terhadap Penumpang dan Awak Sarana Kereta Api untuk periode 1 Januari 2024 sampai 31 Desember 2026 dengan Perjanjian No. KL.702/IV/10/KA-2024 tanggal 3 April 2024 yang diaddendum dengan perjanjian No. KL.702/XII/63/KA-2024 pada tanggal 31 Desember 2024. Lingkup Jaminan Pertanggungan sebagaimana dimaksud dalam perjanjian ini adalah penumpang KA dan awak sarana kereta api.

6. PT Semen Indonesia (Persero) Tbk – PT Semen Padang

The agreement of Freight Transport bulk cement and clinker from Indarung – Teluk Bayur was signed on January 2, 2023, with No. KL.701/II/26/KA-2023 which was amended with agreement No. KL.701/XII/47/KA-2024 dated December 27, 2024 with the terms and conditions as follows:

- The agreement is started from January 1, 2023, until December 31, 2026.
- PT Semen Padang is required to meet the minimum annual transportation target, with the following details:

- Freight transportation rate for routes Indarung - Teluk Bayur amounted to Rp551,359 (full amount)/ Wagon km based on fuel price at Rp6,800 (full amount)/ litre.

b. Insurance Agreement

1. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jasa Raharja Putera

- a. The Company signed an agreement with PT Asuransi Jasa Raharja Putera regarding the Procurement of Carrier Liability Insurance for Passengers and Railway Facilities Crew for the period January 1, 2024, to December 31, 2026, with Agreement No. KL.702/IV/10/KA-2024 dated April 3, 2024 which was amended with agreement No. KL.702/XII/63/KA-2024 dated December 31, 2024. The scope of insurance coverage as intended in this agreement is train passengers and train facility crew.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

	Rp	
a. Penumpang KA		a. Train Passenger
1) Meninggal dunia	40.000	1) Death
2) Cacat tetap (maksimum)	30.000	2) Permanent disability (Maximum)
3) Biaya perawatan (maksimum)	30.000	3) Recovery costs (maximum)
4) Biaya pemakaman	2.500	4) Funeral cost
b. Awak sarana Perkeretaapian		b. Officer on Train
I. Untuk masinis dan asisten masinis		I. Machinist and machinist assistant
1) Meninggal dunia	150.000	1) Death
2) Cacat tetap (maksimum)	150.000	2) Permanent disability (maximum)
3) Biaya perawatan (maksimum)	50.000	3) Recovery costs (maximum)
4) Biaya pemakaman	10.000	4) Funeral cost
II. Kondektur, kondektur pembantu dan manajer KA		II. Conductor, conductor assistant and train manager
1) Meninggal dunia	150.000	1) Death
2) Cacat tetap (maksimum)	150.000	2) Permanent disability (maximum)
3) Biaya perawatan (maksimum)	50.000	3) Recovery costs (maximum)
4) Biaya pemakaman	10.000	4) Funeral cost
III. Teknisi KA, petugas restorasi, petugas keamanan, dan lainnya		III. Train technicians, train restaurant officers, security officers, and others
1) Meninggal dunia	150.000	1) Death
2) Cacat tetap (maksimum)	150.000	2) Permanent disability (maximum)
3) Biaya perawatan (maksimum)	50.000	3) Recovery costs (maximum)
4) Biaya pemakaman	10.000	4) Funeral cost
c. Biaya evakuasi jenazah (meninggal dunia bukan karena kecelakaan)		c. Transport fee for Train victims from the accident place
1) Penumpang KA :	5.000	1) Train Passenger
2) Awak Sarana KA :	10.000	2) Officer on Train

Kewajiban Perusahaan adalah membayar premi asuransi kepada PT Jasa Raharja Putera melalui PT Bank Rakyat Indonesia (Persero) Tbk, Kantor Cabang Bandung.

Jumlah iuran wajib yang harus dibayar Perusahaan kepada PT Jasa Raharja Putera untuk premi penumpang KA sebesar Rp10.383.697 dan premi awak sarana KA sebesar Rp255.427.

The Company's obligation to pay insurance premium PT Jasa Raharja Putera through PT Bank Rakyat Indonesia (Persero) Tbk, Bandung Branch.

Total mandatory contribution to be paid by the Company to PT Jasa Raharja Putera for train passenger amounted to Rp10,383,697 and officer on train amounted to Rp255,427, respectively.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

b. Perusahaan telah menandatangani perpanjangan perjanjian No. KL.702/II/13/KA-2023 dan P/1.1/KS/I/2023 tanggal 14 Februari 2022 yang diaddendum dengan perjanjian No. KL.702/XI/51/KA-2023 dan P/32.4/KS/X/2023 tanggal 23 November 2023 tentang Pengadaan Asuransi Angkutan Barang Periode 1 Januari 2023 sampai dengan 31 Desember 2025.

b. The Company has signed addendum of agreement No. KL.702/II/13/KA-2023 and P/1.1/KS/I/2023 on February 14, 2022 which was amended with agreement No. KL.702/XI/51/KA-2023 and P/32/KS/x/KA-2023 dated November 11, 2023 regarding Procurement of Insurance for Freight Transportation for Period January 1, 2023 until December 31, 2025.

	<u>Rp</u>
1) Angkutan batu bara	
Setiap Kejadian :	3.000.000
Peti kemas per kejadian :	1.000.000
Jumlah ganti rugi periode pertanggungan :	15.000.000
2) Angkutan Non Peti kemas untuk setiap kejadian :	500.000
Jumlah ganti rugi periode pertanggungan :	6.000.000
3) Angkutan Bahan Bakar Minyak dan CPO	
Setiap kejadian :	600.000
Jumlah ganti rugi periode pertanggungan :	6.000.000
4) Angkutan Barang menggunakan kereta api dengan peti kemas dan multi komoditas:	
Setiap kejadian :	500.000
Peti kemas per kejadian :	150.000
Jumlah ganti rugi periode pertanggungan :	6.000.000

1) Coal freight	
Per accident	
Container per accident	
Amount of the compensation for the period cover	
2) Non - Container Goods	
Per accident	
Amount of the compensation for the period cover	
3) Fuel and Crude Palm Oil Freight	
Per Accident	
Amount of the compensation for the period cover	
4) Freight transportation by trains using containers and multi commodities:	
Per accident	
Container per accident	
Amount of the compensation for the period cover	

2. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Jasa Raharja (Persero)

Perusahaan telah menandatangani perjanjian dengan PT Jasa Raharja (Persero) tentang Asuransi Wajib Kecelakaan Penumpang Kereta Api untuk Periode 1 Januari 2022 sampai dengan 31 Desember 2026 No. KL.702/II/18/KA-2022 tanggal 28 Januari 2022 yang diaddendum dengan perjanjian No. KL.702/II/9/KA-2023 tanggal 9 Januari 2023. Lingkup jaminan pertanggungan sebagaimana dimaksud dalam perjanjian ini adalah penumpang sah kereta api.

2. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Jasa Raharja (Persero)

The Company has entered into the agreement with PT Jasa Raharja (Persero) regarding to Statutory Insurance Accident for Train Passenger for period January 1, 2022 until December 31, 2026 No. KL.702/II/18/KA-2022 dated January 28, 2022 which was amended with agreement No. KL.702/II/9/KA-2023 dated January 9, 2023. Scope of train passenger insurance coverage as set forth in this agreement is legal passenger train.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Perhitungan manfaat asuransi dengan rincian sebagai berikut:

The insurance benefits calculations are follows:

		Rp	
1) Meninggal Dunia	:	50.000	1) Death
2) Cacat tetap (maksimum)	:	50.000	2) Permanent disability (maximum)
3) Biaya perawatan (maksimum)	:	20.000	3) Recovery costs (maximum)
4) Biaya P3K (maksimum)	:	1.000	4) First aid kit cost (maximum)
5) Biaya ambulan	:	500	5) Ambulance cost
6) Biaya pemakaman	:	4.000	6) Funeral cost

Kewajiban Perusahaan adalah membayar premi kepada PT Jasa Raharja (Persero) serta menyetorkan ke PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Bandung.

The Company was obligated to pay premium to PT Jasa Raharja (Persero) and deposit it to PT Bank Rakyat Indonesia (Persero) Tbk Bandung Branch.

Jumlah iuran wajib yang harus dipungut oleh Perusahaan adalah sebesar Rp120 (Rupiah penuh) per penumpang untuk setiap kali perjalanan untuk periode 1 Januari 2022 sampai dengan 31 Desember 2026.

Total obligated of contributions that collected by Company from passenger in amount of Rp120 (full amount) for each Passenger in one trip, for period from January 1, 2022 until December 31, 2026.

3. Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jiwa Inhealth Indonesia

3. Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jiwa Inhealth Indonesia

Perusahaan melakukan Perjanjian dengan PT Asuransi Jiwa Inhealth Indonesia No. KL.702/II/1/KA-2024 tanggal 29 Februari 2024 tentang Pengadaan Asuransi Kesehatan Dewan Komisaris Beserta Keluarga, Direksi beserta Keluarga dan Organ Pendukung Dewan Komisaris periode 1 Maret 2024 sampai dengan 28 Februari 2025.

The Company signed an agreement with PT Asuransi Jiwa Inhealth Indonesia No. KL.702/II/1/KA-2024 dated February 29, 2024 regarding Procurement for Insurance of Healthcare for Board of Commissioners and Board of Directors and Family, and Board of Commissioners Support Organization for period from March 1, 2024 through February 28, 2025.

Lingkup Jaminan Pertanggungan sebagaimana dimaksud dalam perjanjian ini adalah Dewan Komisaris Beserta Keluarga, Direksi Beserta Keluarga dan Organ Pendukung Dewan Komisaris.

The Scope of Insurance Coverage as set in this agreement was Board of Commissioners and Family, Board of Directors and Family, and Board of Commissioners Support Organization.

Kewajiban Perusahaan adalah membayar premi kepada PT Asuransi Jiwa Inhealth Indonesia serta menyetorkan ke PT Bank Mandiri (Persero) Tbk Cabang Jakarta Ahmad Yani.

The Company was obliged to pay insurance premium to PT Asuransi Jiwa Inhealth Indonesia and deposit them to PT Bank Mandiri (Persero) Tbk Jakarta Ahmad Yani Branch.

Jumlah total biaya premi yang dibayarkan sebesar Rp1.711.103 termasuk biaya polis dan premi.

The insurance premium paid amounted to Rp1,711,103 including policy fee and premium.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Sampai dengan tanggal pelaporan perjanjian tersebut masih dalam proses perpanjangan.

As of the reporting date, the agreement is still in the process of renewal.

4. PT Asuransi Wahana Tata

- a. Perusahaan melakukan Perjanjian dengan PT Asuransi Wahana Tata tentang Pengadaan Asuransi Aset Sarana PT Kereta Api Indonesia (Persero) No. KL.702/XII/6/KA-2022 dan No. 692/DIR/XII/2022 tanggal 5 Desember 2022 dengan jangka waktu perjanjian terhitung sejak tanggal 31 Oktober 2022 sampai dengan 31 Oktober 2025. Lingkup Jaminan Pertanggungjawaban sebagaimana dimaksud dalam perjanjian ini adalah Aset Sarana Perusahaan dengan kondisi semua risiko properti, gempa bumi, dan terorisme dan sabotase. Premi yang telah disepakati sebesar Rp205.746.184 dengan nilai premi per periode 31 Oktober 2024 sampai dengan 31 Oktober 2025 adalah sebesar Rp85.199.732.

Besaran klaim atas risiko sendiri adalah sebagai berikut:

- 1) Polis Semua Risiko Properti
Kerusakan Aset Sarana:
 - i. Pada saat operasi adalah 10% dari kerugian, atau minimal USD35,000 (nilai penuh) setiap mengalami kerugian.
 - ii. Pada saat Dipo atau Balai Yasa adalah 10% dari kerugian, atau minimal USD350,000 (nilai penuh) setiap mengalami kerugian.
- 2) Polis Gempa Bumi
Kerusakan Aset Sarana
 - i. Pada saat operasi adalah 10% dari kerugian, atau minimal USD35,000 (nilai penuh) setiap mengalami kerugian
 - ii. Pada saat Dipo atau Balai Yasa adalah 10% dari kerugian, atau minimal USD350,000 (nilai penuh) setiap mengalami kerugian.
- 3) Polis terorisme dan sabotase
Kerusakan aset sarana sebesar USD250,000 (nilai penuh) setiap mengalami kerugian.

4. PT Asuransi Wahana Tata

- a. The Company signed an agreement with PT Asuransi Wahana Tata regarding Procurement for Insurance on Means of Transportation Assets of PT Kereta Api Indonesia (Persero) No. KL.702/XII/6/KA-2022 and No. 692/DIR/XII/2022 dated December 5, 2022 with the term of the agreement was effective from October 31, 2022 through October 31, 2025. The Scope of Insurance Coverage as set forth in this agreement was means of Transportation Assets of The Company for property all risks, earthquake, terrorism and sabotage. Premiums agreed amounted to Rp205,746,184 with premium value per coverage period October 31, 2024 through October 31, 2025 amounting to Rp85,199,732.

The amount of claims as follows:

- 1) *Property All Risks Policy
Transportation Assets Damage:*
 - i. *When operating is 10% of loss, or USD35,000 (full amount) in minimum for each loss occurred.*
 - ii. *When in depo or Balai Yasa is 10% of loss, or USD350,000 (full amount) in minimum for each loss occurred.*
- 2) *Earthquake Policy
Transportation Assets Damage*
 - i. *When operating is 10% of loss, or USD35,000 (full amount) in minimum for each loss occurred.*
 - ii. *While in depot or Workshop is 10% of loss, or USD350,000 (full amount) in minimum for each loss occurred.*
- 3) *Terrorism and sabotage policy
Transportation Assets Damage of USD250,000 (full amount) for each loss occurred.*

**PT KERETA API INDONESIA (PERSERO)
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Untuk Tahun-Tahun yang Berakhir Pada
Tanggal 31 Desember 2024 dan 2023
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

**PT KERETA API INDONESIA (PERSERO)
AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS (Continued)**

For the Years Ended
December 31, 2024 and 2023
(In Thousand of Rupiah, Unless Otherwise Stated)

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Kewajiban Perusahaan adalah membayar premi kepada PT Asuransi Wahana Tata (Persero) serta menyetorkan ke PT Bank Mandiri (Persero) Tbk Cabang Jakarta Wisma Tugu.

The Company is obliged to pay insurance premiums to PT Asuransi Wahana Tata (Persero) and deposit them to PT Bank Mandiri (Persero) Tbk – Jakarta Wisma Tugu Branch.

- b. Perusahaan melakukan Perjanjian dengan PT Asuransi Wahana Tata tentang Pengadaan Asuransi Aset Sarana, Prasarana dan Fasilitas LRT Jabodetabek No. KL.702/IV/15/KA-2024 tanggal 5 April 2024 dengan jangka waktu perjanjian selama 3 tahun berlaku surut terhitung sejak tanggal 30 November 2023 sampai dengan 30 November 2026.

- b. *The Company signed an agreement with PT Asuransi Wahana Tata regarding Procurement for Insurance on Means of Transportation Assets, Infrastructure and Facility of LRT Jabodetabek No. KL.702/IV/15/KA 2024 dated April 5, 2024 with the 3 years term of the agreement retroactive from November 30, 2023 through November 30, 2026.*

Lingkup Jaminan Pertanggungan sebagaimana dimaksud dalam perjanjian ini adalah Aset Sarana, Prasarana dan Fasilitas LRT Jabodetabek dengan kondisi semua risiko properti, gempa bumi, dan terorisme dan sabotase. Premi yang telah disepakati sebesar Rp130.170.431 dengan nilai premi per periode pertanggungan adalah sebesar Rp43.390.143.

The Scope of Insurance Coverage as set forth in this agreement was means of Transportation Assets, Infrastructure and Facility of LRT Jabodetabek for property all risks, earthquake, terrorism and sabotage. Premiums agreed amounted to Rp130,170,431 with premium value per coverage period amounting to Rp43,390,143.

Premi asuransi untuk program JHT dikelola secara *Individual Account* dan *Pooled Fund Account* ditetapkan sebagai berikut:

Insurance premium for JHT program managed with Individual Account and Pooled Fund Account set as follows:

- a. Dana awal pada saat awal mulai berlakunya asuransi sebesar Rp1.578.127.345 dan
- b. Dana lanjutan berupa premi berkala bulanan sebesar 17,25% dari gaji dasar asuransi tiap bulan berjalan yang terdiri dari:
 - luran tertanggung/peserta sebesar 4,75% dari gaji dasar asuransi tiap bulan berjalan; dan
 - luran perusahaan sebesar 12,5% dari gaji dasar asuransi tiap bulan berjalan.

- a. *The initial fund at the start of the insurance is Rp1,578,127,345 and*
- b. *Continuation funds in the form of monthly periodic premiums is 17.25% from insurance basic salary each current month consist of:*
 - *The contribution of the insured/participant is 4.75% of the basic insurance salary each month; and*
 - *The company contribution is 12.5% of the basic insurance salary each month.*

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Premi asuransi untuk program pasca kerja dikelola secara *Pooled Fund Account* ditetapkan sebagai berikut:

Insurance premiums for post-employment programs managed by a Pooled Fund Account are determined as follows:

- a. Dana awal pada saat awal mulai berlakunya asuransi sebesar Rp223.601.602; dan
- b. Dana lanjutan berupa premi berkala tahunan yang bersumber dari iuran perusahaan berdasarkan valuasi premi yang akan dilakukan setiap bulan Oktober, sebesar 5% dari gaji dasar asuransi tahun sebelumnya.

- a. *The initial fund at the start of the insurance is Rp223,601,602; and*

- b. *Continuation funds in the form of annual periodic premiums sourced from company contributions based on premium valuations which will be carried out every October, amounting to 5% of the previous year's basic insurance salary.*

5. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jiwa IFG (Life)

5. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jiwa IFG (Life)

Perusahaan melakukan Perjanjian dengan PT Asuransi Jiwa IFG (IFG Life) tentang Pengelolaan Program Asuransi JS Pendanaan Hari Tua Bagi Pegawai PT Kereta Api Indonesia (Persero). Berdasarkan perjanjian No. KL.705/VI/10/KA-2021 dan No. 00056/SJ/T/HKM/0621 tanggal 2 Juni 2021 terhitung sejak tanggal 1 Mei 2021 sampai dengan 30 April 2026, PT Asuransi Jiwasraya melakukan pengalihan polis asuransi kepada PT Asuransi Jiwa IFG (IFG Life).

The Company signed an agreement with PT Asuransi Jiwa IFG (IFG Life) regarding management of the JS Insurance program for old age funding for employee PT Kereta Api Indonesia (Persero). Based on Agreement No. KL.705/VI/10/KA-2021 and No. 00056/SJ/T/HKM/0621 dated June 2, 2021 as of May 1, 2021 through April 30, 2026, PT Asuransi Jiwasraya transferred the insurance policy to PT Asuransi Jiwa IFG (IFG Life).

Premi asuransi untuk program JHT dikelola secara *Individual Account* dan *Pooledfund Account* ditetapkan sebagai berikut:

Insurance premium for JHT program managed with Individual Account and Pooledfund Account set as follows:

- a. Dana awal pada saat awal mulai berlakunya asuransi sebesar Rp1.578.127.345; dan
- b. Dana lanjutan berupa premi berkala bulanan sebesar 17,25% dari gaji dasar asuransi tiap bulan berjalan yang terdiri dari:
 - iuran tertanggung/peserta sebesar 4,75% dari gaji dasar asuransi tiap bulan berjalan; dan
 - iuran perusahaan sebesar 12,5% dari gaji dasar asuransi tiap bulan berjalan.

- a. *The initial fund at the start of the insurance is Rp1,578,127,345; and*

- b. *Continuation funds in the form of monthly periodic premiums is 17.25% from insurance basic salary each current month consist of:*
 - *The contribution of the insured/participant is 4.75% of the basic insurance salary each month; and*
 - *The company contribution is 12.5% of the basic insurance salary each month.*

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Premi asuransi untuk program pasca kerja dikelola secara *pooled fund account* ditetapkan sebagai berikut:

Insurance premiums for post-employment programs managed by a pooled fund account are determined as follows:

- a. Dana awal pada saat awal mulai berlakunya asuransi sebesar Rp223.601.602 dan
- b. Dana lanjutan berupa premi berkala tahunan yang bersumber dari iuran perusahaan berdasarkan valuasi premi yang akan dilakukan setiap bulan Oktober, sebesar 5% dari gaji dasar asuransi tahun sebelumnya.

- a. *The initial fund at the start of the insurance is Rp223,601,602 and*
- b. *Continuation funds in the form of annual periodic premiums sourced from company contributions based on premium valuations which will be carried out every October, amounting to 5% of the previous year's basic insurance salary.*

6. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jasa Indonesia

6. PT Bahana Pembinaan Usaha Indonesia (Persero) - PT Asuransi Jasa Indonesia

Perusahaan melakukan Perjanjian dengan PT Asuransi Jasa Indonesia tentang Pengadaan Jasa Asuransi *Directors and Officers Liability* No. KL.702/IV/9/KA-2024 tanggal 3 April 2024. Lingkup jaminan pertanggungan sebagaimana dimaksud dalam perjanjian ini adalah risiko *liability* para *Directors and Officers Liability* termasuk Dewan Komisaris.

The Company has entered into an agreement with PT Asuransi Jasa Indonesia regarding Procurement for Insurance Service of Directors and Employee Obligation No. KL.702/IV/9/KA-2024 dated April 3, 2024. The scope of insurance coverage as set forth in this agreement is directors and officers liabilities.

Kewajiban Perusahaan adalah membayar premi asuransi kepada PT Asuransi Jasa Indonesia melalui Bank Mandiri Cabang MT Haryono.

The Company's obligation to pay insurance premium to PT Asuransi Jasa Indonesia through Bank Mandiri, MT Haryono Branch.

Perjanjian ini berlaku surut dengan jangka waktu satu tahun sejak tanggal 1 Maret 2024 sampai dengan 28 Februari 2025.

This agreement is retroactive with a period of one year from March 1, 2024 to February 28, 2025.

Jumlah total biaya premi yang dibayarkan sebesar Rp1.700.000 termasuk biaya polis dan premi.

Total premium paid amounting to Rp1,700,000 including policy fee and premium.

Sampai dengan tanggal pelaporan Perjanjian tersebut masih dalam proses perpanjangan.

As of the reporting date, the agreement is still in the process of renewal.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

c. Perjanjian Pengadaan BBM PT Pertamina (Persero) - PT Pertamina Patra Niaga

Perusahaan telah menandatangani Perjanjian dengan PT Pertamina Patra Niaga tentang Pengadaan BBM No. KL.702/III/2/KA-2024 tanggal 1 Maret 2024. Dengan syarat dan ketentuan sebagai berikut:

- Perjanjian ini berlaku sejak 1 Januari 2024 sampai dengan 31 Desember 2025.
- Harga BBM bersubsidi mengacu kepada Peraturan Presiden No. 191/2014 tentang Penyediaan, Pendistribusian dan Harga Jual Eceran Bahan Bakar Minyak. Untuk harga BBM non-subsidi PT Pertamina Patra Niaga memberikan potongan harga sebesar 5% (lima persen).
- Biaya Jasa *Handling/Vendor Held Stock* sebesar Rp438/liter yang dibebankan kepada Perusahaan.

d. Perjanjian Fasilitas Pinjaman antara Perusahaan, China Development Bank sebagai Pemberi Pinjaman Awal, China Development Bank sebagai Agen Pinjaman dan Bank of China (Hong Kong) Limited Jakarta Branch sebagai Agen

Pada tanggal 29 Desember 2023, Perusahaan menandatangani Perjanjian Fasilitas Pinjaman dengan para pihak dengan No. 3520202401100001645. Fasilitas pinjaman yang diberikan terdiri dari dua fasilitas:

- a. Fasilitas Pinjaman berjangka USD dalam keseluruhan jumlah yang sama dengan Total Komitmen Fasilitas A sebesar USD325.620.000; dan
- b. Fasilitas Pinjaman berjangka RMB dalam keseluruhan jumlah yang sama dengan Total Komitmen Fasilitas B untuk digunakan dalam RMB atau setara dengan USD217.080.000.

c. Procurement of BBM Agreement PT Pertamina (Persero) - PT Pertamina Patra Niaga

The Company has entered into agreement with PT Pertamina Patra Niaga regarding the Procurement of BBM No. KL.702/III/2/KA-2024 on March 1, 2024 with the terms and conditions as follows:

- This agreement is valid from January 1, 2024 to December 31, 2025.
- The subsidized fuel price refers to Presidential Regulation No. 191/2014 concerning the Provision, Distribution and Selling Price of Retail Fuel Oil. For fuel prices non-subsidies PT Pertamina Patra Niaga provides a discount of 5% (five percent).
- Handling/Vendor Held Stock Service Fee of Rp438/litre which is charged to The Company

d. Loan Facility Agreement between the Company, China Development Bank as Initial Lender, China Development Bank as Loan Agent and Bank of China (Hong Kong) Limited Jakarta Branch as Agent

On December 29, 2023, the Company entered into a Loan Facility Agreement with the following parties with No. 3520202401100001645. The loan facility consists of two facilities:

- a. USD Term Loan Facility in an aggregate amount equal to the Total Commitment of Facility A amounted to USD325,620,000; and
- b. RMB Term Loan Facility in an aggregate amount equal to the Total Commitment of Facility B to be used in RMB or equivalent to USD217,080,000.

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Suku bunga yang digunakan dalam perjanjian ini adalah sebagai berikut:
a. Fasilitas A 3,20% per tahun; dan
b. Fasilitas B 3,10% per tahun.

The interest rates used in this agreement are as follows:

- a. Facility A 3.20% per year; and
b. Facility B 3.10% per year.*

Fasilitas Pinjaman tersebut seluruhnya akan digunakan untuk memberikan pendanaan kepada proyek Kereta Cepat Jakarta-Bandung melalui kontribusi modal sesuai dengan semua peraturan perundang-undangan dan ketentuan yang berlaku, untuk mendanai jumlah kenaikan biaya proyek.

The entire Loan Facility will be used to provide funding to the Jakarta-Bandung High Speed Train project through capital contributions in accordance with all applicable laws and regulations, to fund the total project cost increase.

Pinjaman antara Perusahaan dan Pemberi Fasilitas dijamin oleh Pemerintah melalui PT Penjaminan Infrastruktur Indonesia (Persero) (PT PII) berdasarkan peraturan pemerintah No. 239/KM.8/2023 tanggal 28 Desember 2023 tentang Penugasan kepada PT Penjaminan Infrastruktur Indonesia (Persero) untuk Melakukan Penjaminan Pemerintah secara Bersama atas Pinjaman Perusahaan dalam Rangka Percepatan Penyelenggaraan Prasarana dan Sarana Kereta Cepat antara Jakarta Bandung.

Loans between the Company and the Facility Provider are guaranteed by the Government through PT Penjaminan Infrastruktur Indonesia (Persero) (PT PII) based on government regulation No. 239/KM.8/2023 dated December 28, 2023 concerning Assignment to PT Penjaminan Infrastruktur Indonesia (Persero) to Provide Government Guarantees Jointly for the Company's Loans in the Context of Accelerating the Implementation of Fast Train Infrastructure and Facilities between Jakarta Bandung.

e. Perjanjian Pinjaman Pemegang Saham dalam Rangka Pembiayaan Kelebihan Biaya Proyek Kereta Cepat Jakarta Bandung

e. Shareholder Loan Agreement for the Financing of Cost Overruns of the Jakarta Bandung High Speed Rail Project

Pada tanggal 31 Januari 2024, Perusahaan menandatangani Perjanjian Fasilitas Pinjaman dengan para pihak No. 02/KONTRAK-PSBI/I/2024. Fasilitas pinjaman yang diberikan terdiri dari dua fasilitas:

On January 31, 2024, the Company signed a Loan Facility Agreement with the parties No. 02/KONTRAK-PSBI/I/2024. The loan facility consists of two facilities:

- a. Fasilitas Pinjaman berjangka USD dalam keseluruhan jumlah yang sama dengan Total Komitmen Fasilitas A sebesar USD325.620.000; dan
b. Fasilitas Pinjaman berjangka RMB dalam keseluruhan jumlah yang sama dengan Total Komitmen Fasilitas B sebesar USD217.080.000.

- a. USD Term Loan Facility in an aggregate amount equal to the Total Commitment of Facility A amounted to USD325,620,000; and
b. RMB Term Loan Facility in an aggregate amount equal to the Total Commitment of Facility B to be used in RMB or equivalent to USD217,080,000.*

Suku bunga yang digunakan dalam perjanjian ini adalah sebagai berikut:
a. Fasilitas A 3,30% per tahun; dan
b. Fasilitas B 3,20% per tahun.

The interest rates used in this agreement are as follows:

- a. Facility A 3.30% per year; and
b. Facility B 3.20% per year.*

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

Fasilitas Pinjaman tersebut seluruhnya akan digunakan untuk memberikan pendanaan kepada KCIC melalui Perjanjian Pinjaman Pemegang Saham PSBI dengan cara yang sesuai dengan dokumen-dokumen pembiayaan dan semua peraturan perundang-undangan yang berlaku, dalam rangka mendanai jumlah kelebihan biaya.

The Loan Facility will be utilised entirely to provide funding to KCIC through the PSBI Shareholder Loan Agreement in a manner consistent with the financing documents and all applicable laws and regulations, in order to fund the cost overrun amount.

f. Perjanjian Kerjasama Integrasi Aksesibilitas Light Rail Transit (LRT) Jakarta Bogor Depok Bekasi PT Adhi Karya (Persero) Tbk – PT Adhi Commuter Properti Tbk

Pada tanggal 4 Maret 2024 Perusahaan menandatangani perjanjian Kerjasama dengan PT Adhi Commuter Properti Tbk dan PT Adhi Karya (Persero) Tbk No. 031-2/2024/018. Perjanjian ini berlaku sejak tanggal efektif perjanjian ini, sampai dengan 5 tahun dan dapat diperpanjang sampai dengan diserahkannya aksesibilitas terkait kepada pemerintah daerah terkait.

f. Cooperation Agreement for Light Rail Transit (LRT) Accessibility Integration Jakarta Bogor Depok Bekasi PT Adhi Karya (Persero) Tbk – PT Adhi Commuter Properti Tbk

On March 4, 2024 the Company signed a Cooperation agreement with PT Adhi Commuter Properti Tbk and PT Adhi Karya (Persero) Tbk No. 031-2/2024/018. This agreement is valid from the effective date of this agreement, up to 5 years and can be extended until the handover of related accessibility to the relevant local government.

Nilai Kerjasama yang disepakati oleh kedua belah pihak sebagai berikut:

1. Tahap Pertama sebesar Rp50.000.000 yang dilakukan setelah penandatanganan berita acara kesepakatan mediasi oleh kedua belah pihak.
2. Tahap Kedua sebesar Rp50.000.000 yang dilakukan setelah pencairan fasilitas kredit sindikasi sebesar Rp4.169.128.801 dari KAI diterima oleh Adhi.

The Cooperation Value agreed by both parties is as follows:

1. *The first phase amounted to Rp50,000,000 which was carried out after the signing of the minutes of the mediation agreement by both parties.*
2. *The second phase amounted to Rp50,000,000 which was carried out after the disbursement of syndicated credit facilities amounting to Rp4,169,128,801 from KAI was received by Adhi.*

50. Perjanjian-perjanjian Penting (Lanjutan)

50. Significant Agreements (Continued)

g. Perjanjian Pinjaman Pemegang Saham dalam Rangka Pembiayaan Jumlah Kekurangan Pendanaan Operasional
Perusahaan melakukan Perjanjian dengan PT Pilar Sinergi BUMN Indonesia (PSBI) tentang Perusahaan telah menandatangani Perjanjian Pinjaman Pemegang Saham dengan PT Pilar Sinergi BUMN Indonesia (PSBI) pada tanggal 22 November 2024 berdasarkan kontrak bernomor KL.702/XI/26/KA-2024 dan 0012.PER-PSBI.11.2024. Tujuan dari perjanjian ini adalah untuk mendukung kebutuhan pembiayaan operasional proyek Kereta Cepat Jakarta-Bandung yang dilaksanakan oleh PT Kereta Cepat Indonesia China (KCIC). Dalam kapasitasnya sebagai pemegang saham, Perusahaan memberikan pinjaman kepada PSBI sesuai dengan persentase kepemilikan sahamnya. Hingga 31 Desember 2024, total pinjaman yang telah dicairkan oleh Perusahaan kepada PSBI adalah sebesar Rp467.084.355.

g. Shareholder Loan Agreement for the Financing of Operational Funding Shortfall
The Company entered into a Shareholder Loan Agreement with PT Pilar Sinergi BUMN Indonesia (PSBI) on November 22, 2024, under Contract Numbers KL.702/XI/26/KA-2024 and 0012.PER-PSBI.11.2024. This agreement aims to support the operational funding needs of the Jakarta-Bandung High-Speed Rail project operated by PT Kereta Cepat Indonesia China (KCIC). As a shareholder, the Company provided a loan to PSBI in accordance with its ownership interest. As of December 31, 2024, the total amount disbursed by the Company to PSBI amounted to Rp467,084,355.

51. Informasi Tambahan Terkait Arus Kas

51. Additional Information Related to Cash Flows

Tabel di bawah ini menunjukkan transaksi investasi yang tidak menggunakan kas:

The table below represents non-cash investment transactions:

	2024	2023	
Penambahan Aset melalui Utang Usaha:			Addition of Assets through Trade Payables:
Aset Tetap	354.682.117	674.922.979	Fixed Assets
Aset Takberwujud	52.860.451	29.263.728	Intangible Assets
Hak Pengoperasian Aset Prasarana	25.473.074	4.171.680.096	Infrastructure Assets Operating Rights
Uang Muka:			Advances:
Aset Tetap	15.143.474	20.640.000	Fixed Assets
Penambahan Investasi pada Ventura Bersama melalui Reklasifikasi dari Uang Muka Setoran Modal	2.697.142.000	--	Addition of Investment in Joint Venture through Reclassification of Paid in Capital Advance
Penambahan Aset Hak Guna melalui Liabilitas Sewa	79.480.351	81.062.197	Addition of Right of Used Asset through Lease Liabilities
Penjualan Aset melalui Piutang	--	31.299.180	Asset Sales through Receivables
Jumlah	3.224.781.467	5.008.868.180	Total

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**51. Informasi Tambahan Terkait Arus Kas
(Lanjutan)**

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, sebagai berikut:

2024						
Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow		Non-kas/ Non-cash	Saldo Akhir/ Ending Balance		
	Penerimaan/ Receipt	Pembayaran/ Payment				
Pinjaman Jangka Pendek	1.388.523.138	7.874.712.545	(6.193.008.174)	--	3.070.227.509	Short-term Loan
Pinjaman Jangka Panjang	21.436.640.970	11.495.564.901	(1.297.379.732)	143.939.865	31.778.766.004	Long-term Loan
Utang Obligasi Jangka Pendek	1.898.852.925	--	(1.900.000.000)	1.147.075	--	Short-term Bonds Payable
Utang Obligasi Jangka Panjang	2.594.469.619	2.200.000.000	--	(7.635.011)	4.786.834.608	Long-term Bonds Payable
Sukuk	498.586.194	800.000.000	--	(3.139.638)	1.295.446.556	Sukuk
Liabilitas Sewa	110.670.889	--	(70.992.284)	79.480.351	119.158.956	Lease Liabilities
Pinjaman Program PEN	3.062.500.000	--	(218.750.000)	--	2.843.750.000	PEN Program Loan

2023						
Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow		Non-kas/ Non-cash	Saldo Akhir/ Ending Balance		
	Penerimaan/ Receipt	Pembayaran/ Payment				
Pinjaman Jangka Pendek	1.760.000.000	5.636.300.935	(6.007.777.797)	--	1.388.523.138	Short-term Loan
Pinjaman Jangka Panjang	19.479.590.418	3.200.303.452	(1.236.391.211)	(6.861.689)	21.436.640.970	Long-term Loan
Utang Obligasi Jangka Pendek	--	--	--	1.898.852.925	1.898.852.925	Short-term Bonds Payable
Utang Obligasi Jangka Panjang	4.490.760.381	--	--	(1.896.290.762)	2.594.469.619	Long-term Bonds Payable
Sukuk	498.307.111	--	--	279.083	498.586.194	Sukuk
Liabilitas Sewa	61.162.900	--	(31.554.208)	81.062.197	110.670.889	Lease Liabilities
Pinjaman Program PEN	3.500.000.000	--	(437.500.000)	--	3.062.500.000	PEN Program Loan

52. Informasi Penting Lainnya

a. Track Charge Access (TAC) Perusahaan

Pada tanggal 20 Februari 2025, Berdasarkan *self assessment* Perusahaan telah melakukan pembayaran atas penggunaan *Track Access Charge* (TAC) tahun 2024 kepada pemerintah dengan dasar kemampuan Perusahaan mempertahankan nilai *Net Profit Margin* dan memperoleh keuntungan yang optimal dalam melaksanakan penugasan proyek strategis nasional seperti proyek Kereta Cepat Jakarta Bandung, LRT Jabodebek, dan Kereta Api Bandara Soekarno Hatta.

Berdasarkan pembayaran tersebut, Pemerintah melalui Direktorat Jenderal Kereta Api (DJKA) Kementerian Perhubungan melakukan verifikasi dan menerbitkan tagihan pertama atas kekurangan penyetoran Penerimaan Negara Bukan Pajak (PNBP) biaya penggunaan prasarana perkeretaapian milik negara/ *Track Access Charge* (TAC) tahun 2024 melalui surat nomor KU.102/I/8/K2/DJKA/2025 pada tanggal 12 Maret 2025 kepada Perusahaan dengan nilai pokok tagihan Rp901.020.383 dan denda keterlambatan Rp18.020.408.

52. Other Important Information

a. Track Charge Access (TAC) the Company

On February 20, 2025, based on a *self-assessment*, the Company made a payment to the Government for the 2024 *Track Access Charge* (TAC), taking into account the Company's ability to maintain its *Net Profit Margin* and achieve optimal profitability while fulfilling its mandate to carry out *National Strategic Projects*, such as the *Jakarta-Bandung High-Speed Railway*, *Jabodebek LRT*, and *Soekarno-Hatta Airport Rail Link*.

Following this payment, the Government, through the Directorate General of Railways (DJKA) of the Ministry of Transportation, conducted a verification process and issued the first invoice for the underpayment of Non-Tax State Revenue (PNBP) related to the use of state-owned railway infrastructure/*Track Access Charge* (TAC) for the 2024 fiscal year. The invoice, sent to the Company under Letter No. KU.102/I/8/K2/DJKA/2025 dated March 12, 2025, included a principal amount of Rp901,020,383 and a late payment penalty of Rp18,020,408.

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52. Informasi Penting Lainnya (Lanjutan)

Pada tanggal 19 Maret 2025, dengan dasar Peraturan Menteri Keuangan nomor PMK206/PMK.02/2021 Perusahaan telah mengirimkan surat Permohonan Keringanan Pokok Penerimaan Negara Bukan Pajak *Track Access Charge* (PNBP TAC) melalui surat nomor KF.203/III/11/KA-2025.

Pada tanggal 11 Juni 2025 Perusahaan menerima surat nomor KU.102/1/5/MHB/2025 terkait Penolakan Permohonan Keringanan Pokok Penerimaan Negara Bukan Pajak *Track Access Charge* (PNBP TAC) (Catatan 21).

b. Backlog Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO)

Perusahaan saat ini sedang melakukan upaya untuk melakukan penagihan atas *Backlog* Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO) Tahun Anggaran 2015-2022 melalui Review oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP).

Backlog Biaya IMO muncul dikarenakan realisasi Biaya IMO yang dikeluarkan oleh Perusahaan berdasarkan kebutuhan biaya yang mutlak harus dikeluarkan untuk melakukan perawatan dan pengoperasian prasarana perkeretaapian dalam rangka menjamin keamanan dan keselamatan perjalanan kereta api, sementara penggantian biaya IMO yang dilakukan oleh Pemerintah sebesar nilai kontrak dimana nilai tersebut dibatasi oleh alokasi anggaran dalam APBN sebagaimana Peraturan Presiden (Perpres) No. 53/2012.

Perusahaan mendapat dukungan dari Kementerian BUMN sebagai pemegang saham utama Perusahaan melalui surat tanggal 29 Desember 2023 kepada BPKP untuk melakukan *review* atas *Backlog* IMO.

Pada tanggal 22 Februari 2024, telah terbit Peraturan Presiden No. 33/2024 tentang Perubahan Ketiga atas Peraturan Presiden No. 53/2012. Berdasarkan peraturan tersebut, Perusahaan dapat mengajukan usulan kurang bayar atas IMO tahun 2023 dan tahun-tahun berikutnya setelah melalui evaluasi Kementerian Perhubungan dan *review* BPKP.

52. Other Important Information (Continued)

On March 19, 2025, based on Minister of Finance Regulation No. PMK-206/PMK.02/2021, the Company submitted a request for a reduction of the principal amount of the *Track Access Charge* (PNBP TAC) through Letter No. KF.203/III/11/KA-2025.

On June 11, 2025, the Company received letter No. KU.102/1/5/MHB/2025 regarding the Rejection of the Request for Relief of the Principal of Non-Tax State Revenue for *Track Access Charge* (PNBP TAC) (Note 21).

b. Backlog of Infrastructure and Maintenance Operation (IMO)

The Company is currently making efforts to collect the *Backlog of Infrastructure and Maintenance Operation (IMO)* of State-owned Railway Infrastructure for the 2015-2022 Fiscal Year through a Review by the Financial and Development Supervisory Agency (BPKP).

Cost of *Backlog* IMO arises due to the realization of IMO Costs incurred by the Company based on the absolute costs that must be incurred to carry out maintenance and operation of railway infrastructure in order to ensure the security and safety of train travel, while reimbursement of IMO costs carried out by the Government is equal to the contract value where this value limited by budget allocations in the APBN as per Presidential Regulation (Perpres) No. 53/2012.

The Company received support from the Ministry of Stated-own Enterprise as the Company's main shareholder through a letter dated December 29, 2023 to BPKP to conduct a review of the IMO *Backlog*.

On February 22, 2024, Presidential Decree No. 33/2024 on the Third Amendment to Presidential Regulation No. 53/2012 was issued. Based on the regulation, the Company can submit a proposal for underpayment of IMO for 2023 and subsequent years after going through the Ministry of Transportation's evaluation and BPKP's review.

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52. Informasi Penting Lainnya (Lanjutan)

Pada tanggal 26 Februari 2024, Perusahaan telah mengirimkan surat Permohonan Pembayaran Selisih Kurang Biaya Pengoperasian dan Perawatan Prasarana Perkeretaapian Milik Negara (IMO) Tahun 2023 sebesar Rp3.294.304.356.

Pada tanggal 9 Mei 2025 telah terbit Surat Menteri Keuangan Nomor S-321/MK.02/2025 perihal Penetapan cara Pembayaran Nilai Pekerjaan Pembangunan Prasarana LRT Jabodebek dan Penyelesaian selisih kekurangan pembayaran kegiatan IMO Tahun Anggaran 2023. Berdasarkan surat tersebut terdapat kekurangan pembayaran IMO Tahun Anggaran 2023 sebesar Rp2.687.370.134 (termasuk PPN) yang akan dipenuhi melalui DIPA Kementerian Perhubungan.

Pada tanggal 11 Maret 2025, Perusahaan telah mengirimkan surat Permohonan Pembayaran Selisih Kurang Biaya Pengoperasian dan Perawatan Prasarana Perkeretaapian Milik Negara (IMO) Tahun 2024 sebesar Rp2.102.910.710. Sampai tanggal pelaporan Perusahaan belum mendapatkan tanggapan atas surat permohonan pembayaran tersebut.

52. Other Important Information (Continued)

On February 26, 2024, the Company has sent a letter requesting payment of the difference in the cost of operation and maintenance of state-owned railway infrastructure (IMO) in 2023 amounting to Rp3,294,304,356.

On May 9, 2025, the Minister of Finance issued Letter No. S-321/MK.02/2025 regarding the Determination of the Payment Method for the Construction Work of the Jabodebek LRT Infrastructure and the Settlement of the Payment Shortfall for IMO Activities in Fiscal Year 2023. Based on the letter, there is a payment shortfall for the IMO activities for the 2023 Fiscal Year amounting to Rp2,687,370,134 (including VAT), which will be fulfilled DIPA of the Ministry of Transportation.

On March 11, 2025, the Company has sent a letter requesting payment of the difference in the cost of operation and maintenance of state-owned railway infrastructure (IMO) in 2024 amounting to Rp2,102,910,710. As of the reporting date, the Company has not received a response to the submitted payment request letter.

53. Standar Akuntansi yang Telah Disahkan Namun Belum Berlaku Efektif

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 221: Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran;
- PSAK 117: Kontrak Asuransi; dan
- Amendemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif.

53. Accounting Standard has been Issued not Yet Effective

New Standard and amendment to standards which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- Amendments PSAK 221: Foreign Exchange Rate regarding Lack of Exchangeability;
- PSAK 117: Insurance Contract; and
- Amendments PSAK 117: Insurance Contract regarding Initial Application of PSAK 117 and PSAK 109 Comparative Information.

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**53. Standar Akuntansi yang Telah Disahkan
Namun Belum Berlaku Efektif (Lanjutan)**

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 103: Kombinasi Bisnis;
- PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
- PSAK 107: Instrumen Keuangan: Pengungkapan;
- PSAK 109: Instrumen Keuangan;
- PSAK 115: Pendapatan dari Kontrak dengan Pelanggan
- PSAK 201: Penyajian Laporan Keuangan;
- PSAK 207: Laporan Arus Kas;
- PSAK 216: Aset Tetap;
- PSAK 219: Imbalan Kerja;
- PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 232: Instrumen Keuangan: Penyajian;
- PSAK 236: Penurunan Nilai Aset;
- PSAK 237: Provisi, Liabilitas Kontijensi dan Aset Kontijensi;
- PSAK 238: Aset Takberwujud; dan
- PSAK 240: Properti Investasi.

Amendemen dan penyesuaian Tahunan atas standar yang berlaku efektif untuk periode yang dimula pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 109 dan PSAK 107 tentang Klasifikasi dan Pengukuran Instrumen Keuangan; dan
- Penyesuaian Tahunan PSAK 107, PSAK 109, PSAK 110, dan PSAK 207

Hingga tanggal laporan keuangan konsolidasian ini diotorisasi, Grup masih melakukan evaluasi atas dampak potensial dari penerapan standar baru dan amendemen atas standar tersebut.

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**53. Accounting Standard has been Issued not
Yet Effective (Continued)**

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 117: Insurance Contracts, as follows:

- PSAK 103: Business Combinations;
- PSAK 105: Non-Current Assets Held for Sale and Discontinued Operations;
- PSAK 107: Financial Instruments: Disclosures;
- PSAK 109: Financial Instruments;
- PSAK 115: Income from Contracts with Customers;
- PSAK 201: Presentation of Financial Statements;
- PSAK 207: Statement of Cash Flows;
- PSAK 216: Fixed Assets;
- PSAK 219: Employee Benefits;
- PSAK 228: Investment in Associated Entities and Joint Ventures;
- PSAK 232: Financial Instruments: Presentation;
- PSAK 236: Impairment of Assets;
- PSAK 237: Provisions, Contingent Liabilities and Contingent Assets;
- PSAK 238: Intangible Assets; and
- PSAK 240: Investment Property.

Amendments and annual Improvement to standards which are effective for periods beginning on or after January 1, 2026, with early adoption are as follows:

- Amendments PSAK 109 and PSAK 107 regarding Classification and Measurement of Financial Instruments; and
- Annual Improvements on PSAK 107, PSAK 109, PSAK 110, dan PSAK 207

Until the date of the consolidated financial statements is authorized, the Group is still evaluating the potential impact of the implementation those new standard and amendments to standards.

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54. Peristiwa Setelah Tanggal Pelaporan

a. Pencairan Penyertaan Modal Negara (PMN)

Penyertaan Modal Negara diterima oleh Perusahaan pada tanggal 2 Januari 2025, dan kemudian disalurkan sebagai penambahan atas penyertaan modal kepada PT KCI (Catatan 54a).

Modal dasar tersebut telah ditempatkan dan diambil bagian oleh Negara Indonesia dari Anggaran Pendapatan dan Belanja Negara Tahun 2024 sebagaimana ditetapkan dalam Peraturan Pemerintah Indonesia Republik Indonesia No. 52 Tahun 2024.

Berdasarkan Akta Perusahaan No. 14 tanggal 20 Maret 2025 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0086465, penyertaan modal negara tanggal 31 Desember 2024 sebesar Rp2.000.000.000 telah disahkan menjadi setoran modal sehingga jumlah saham ditempatkan dan disetor Perusahaan menjadi 24.368.743 saham atau setara Rp24.368.743.000.

Penggunaan Penyertaan Modal Negara yang diterima oleh perusahaan telah disetorkan kepada PT KCI sesuai dengan Akta No. 48 tanggal 20 Maret 2025 dari Notaris Tri Mulyahati, S.H. M.Kn., dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan surat keputusan No. AHU-AH.01.03-0089086 tanggal 24 Maret 2025.

Bedasarkan akta tersebut, komposisi pemegang saham PT KCI sebagai berikut:

- Perusahaan memiliki 99,98% atau sebanyak 2.230.000 saham dengan nilai sebesar Rp2.230.000.000.
- Yayasan Pusaka memiliki 0,22% atau sebanyak 500 saham dengan nilai sebesar Rp500.000.

54. Events After the Reporting Date

a. Disbursement of State Capital Participation (PMN)

The Government's Capital Investment was received by the Company on January 2, 2025, and was subsequently distributed as an additional capital participation to PT KCI (Note 54a).

The authorized capital has been subscribed and taken entirely by the Government of the Republic of Indonesia from the State Budget for Fiscal Year 2024, as stipulated in Government Regulation of the Republic of Indonesia No. 52 of 2024.

Based on Deed of Company No. 14 dated March 20, 2025, drawn up by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta, and duly approved by the Ministry of Law and Human Rights under Decree No. AHU-AH.01.03-0086465, the state capital injection dated December 31, 2024, in the amount of Rp2,000,000,000 has been officially recognized as paid-in capital. Consequently, the total number of shares issued and fully paid by the Company has increased to 24,368,743 shares, equivalent to Rp24,368,743,000.

The utilization of the Government Capital Investment received by the Company was contributed to PT KCI in accordance with Deed No. 48 dated March 20, 2025, by Notary Tri Mulyahati, S.H., M.Kn., and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-AH.01.03-0089086 dated March 24, 2025.

Based on the deed, the composition of PT KCI shares ownership is as follows:

- The Company owns 99.98% or 2,230,000 shares amounting to Rp2,230,000,000.
- Yayasan Pusaka owns 0.22% or 500 shares amounting to Rp500,000.

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54. Peristiwa Setelah Tanggal Pelaporan (Lanjutan)	54. Events After the Reporting Date (Continued)
b. Pencairan Pinjaman dari China Development Bank Pada tanggal 16 Januari 2025, Perusahaan telah melakukan penarikan pinjaman dari China Development Bank berdasarkan perjanjian No. 3520202401100001645 Fasilitas A senilai Rp1.543.177.707 (setara dengan USD94.609.632) yang kemudian disalurkan sebagai Pinjaman Pemegang Saham kepada PSBI. c. Perpanjangan Jangka Waktu Pinjaman Kredit Modal Kerja dengan PT Bank Negara Indonesia (Persero) Tbk Perusahaan telah menandatangani Perjanjian Perubahan atas Perjanjian Kredit Modal Kerja Line No. KL.705/11/23/KA-2025 dengan PT Bank Negara Indonesia (Persero) Tbk pada tanggal 24 Februari 2025, yang menyetujui perpanjangan jangka waktu fasilitas pinjaman hingga 24 Februari 2026. d. Penerbitan Obligasi Berkelanjutan II Tahap II Tahun 2025 Pada tanggal 27 Maret 2025, Perusahaan telah menerbitkan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan jumlah pokok sebesar Rp500.000.000 dan Sukuk Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan sisa imbalan Ijarah sebesar Rp500.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 8 April 2025. e. Pencairan Pinjaman PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero) Pada tanggal 17 Maret 2025, Perusahaan telah menandatangani perjanjian kredit pinjaman dari PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero) untuk proyek pengadaan 612 unit kereta <i>new generation</i> dengan jumlah fasilitas kredit Rp4.129.000.000 dan batas waktu penarikan fasilitas kredit 31 Desember 2027. Sampai dengan tanggal penerbitan laporan keuangan, Perusahaan telah melakukan penarikan pinjaman sebesar Rp1.273.552.755.	b. Received Loan Disbursement from China Development Bank On January 16, 2025, the Company drew down a loan from China Development Bank under Agreement No. 3520202401100001645 Facility A, amounting to Rp1,543,177,707 (equivalent to USD94,609,632), which was subsequently disbursed as a Shareholder Loan to PSBI. c. Extension of Working Capital Loan Term with PT Bank Negara Indonesia (Persero) Tbk The Company entered into an Amendment Agreement to the Working Capital Loan Agreement Line No. KL.705/11/23/KA-2025 with PT Bank Negara Indonesia (Persero) Tbk on February 24, 2025, to extend the loan facility term until February 24, 2026. d. Issuance of Continuing Bonds II Phase II Year 2025 As of March 27, 2025, the Company issuance of Continuing Bonds II Kereta Api Indonesia Phase II Year 2025 with a principal amount of Rp500,000,000 and Continuing Sukuk II Kereta Api Indonesia Phase II Year 2025 with a remaining Ijarah benefit amount of Rp500,000,000 were listed on the Indonesia Stock Exchange on April 8, 2025. e. Received Loan Disbursement from PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero) On March 17, 2025, the Company signed a loan agreement with PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero) for the procurement project of 612 new generation train units, with a total credit facility of Rp4,129,000,000 and a credit drawdown period until December 31, 2027. As of the date of issuance of the financial statements, the Company has drawn down a total of Rp1,273,552,755.

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54. Peristiwa Setelah Tanggal Pelaporan (Lanjutan)	54. Events After the Reporting Date (Continued)
f. Surat Menteri Keuangan Perihal Penetapan Cara Pembayaran Nilai Pekerjaan Pembangunan Prasarana LRT Jabodebek dan Penyelesaian Selisih Kekurangan Pembayaran Kegiatan IMO Tahun Anggaran 2023 Pada tanggal 9 Mei 2025 telah terbit Surat Menteri Keuangan Nomor S-321/MK.02/2025. Dalam surat tersebut menyampaikan hal-hal sebagai berikut : 1. Pembayaran atas penambahan nilai pekerjaan pada perjanjian pembangunan prasarana LRT Jabodebek yang dibangun oleh PT Adhi Karya (Persero) Tbk. sebesar Rp2.192.184.759. dilakukan Pemerintah melalui Perusahaan. sejalan dengan KMK 598/KMK.08/2017 tentang Penetapan Cara Pembayaran atas Pembangunan Prasarana Kereta Api Ringan/Light Rail Transit Terintegrasi di wilayah Jakarta, Bogor, Depok, dan Bekasi yang Dibangun oleh PT Adhi Karya (Persero) Tbk. Sampai dengan tanggal pelaporan belum diatur mengenai tata cara pembayaran atas penambahan nilai pekerjaan oleh Perusahaan. 2. Untuk kekurangan pembayaran IMO TA 2023 sebesar Rp2.687.370.134 (termasuk PPN). dipenuhi melalui DIPA Kementerian Perhubungan. (Catatan 52b). g. Pemeriksaan Pajak Tahun 2023 Berdasarkan Surat Pemberitahuan Hasil Pemeriksaan (SPHP) Pajak Tahun 2023 Nomor S-205RIKSIS/KPP.1904/2025 yang diterima pada tanggal 14 Mei 2025, Perusahaan diharuskan membayarkan Rp781.122.274 yang terdiri dari pokok dan denda Pajak Penghasilan Badan dan Pajak Pertambahan Nilai.	f. Letter from the Minister of Finance regarding the Determination of the Payment Mechanism for the Construction Work of the Jabodebek LRT Infrastructure and the Settlement of the Payment Shortfall for IMO Activities for Fiscal Year 2023 On May 9, 2025, the Minister of Finance issued Letter No. S-321/MK.02/2025, which outlines the following matters: 1. The payment for the additional work value under the agreement for the construction of the Jabodebek LRT infrastructure carried out by PT Adhi Karya (Persero) Tbk amounting to Rp2,192,184,759 shall be executed by the Government through the Company, in line with Ministry of Finance Decree No. 598/KMK.08/2017 concerning the Determination of the Payment Mechanism for the Construction of the Integrated Light Rail Transit (LRT) Infrastructure in the Jakarta, Bogor, Depok, and Bekasi areas by PT Adhi Karya (Persero) Tbk. As of the reporting date, the specific payment procedures for the additional work value by the Company have not yet been regulated. 2. The payment shortfall for IMO activities for Fiscal Year 2023 amounting to Rp2,687,370,134 (including VAT) will be covered through the DIPA of the Ministry of Transportation (Note 52b). g. 2023's Tax Assessment Based on the Tax Audit Notification Letter (SPHP) for the 2023 Fiscal Year No. S-205RIKSIS/KPP.1904/2025, received on May 14, 2025, the Company is required to pay Rp781,122,274, comprising principal and penalties for Corporate Income Tax and Value Added Tax.

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**54. Peristiwa Setelah Tanggal Pelaporan
(Lanjutan)**

Salah satu komponen signifikan dari pemeriksaan tersebut adalah dampak pajak atas penyerapan kerugian entitas asosiasi PSBI terkait Proyek Kereta Cepat Jakarta Bandung yang merupakan biaya tidak dapat dikreditkan secara perpajakan, atas hal tersebut untuk memperkuat keuangan Perusahaan dalam menjalankan penugasan proyek strategis nasional, Perusahaan meminta dukungan Kementerian BUMN menyampaikan kepada Menteri Keuangan/Direktorat Jenderal Pajak untuk mempertimbangkan kebijakan khusus atas Proyek Strategis Nasional tersebut melalui surat nomor KF.303/V/27/KA-2025 Tanggal 18 Mei 2025 tentang Permohonan Dukungan Penguatan Keuangan Sehubungan dengan Proyek Strategis Nasional, Perusahaan juga telah mengajukan proses lebih lanjut atas SPHP tersebut. Atas dasar prinsip kehati-hatian, Perusahaan telah mencadangkan nilai kurang bayar dan menerapkan metode koreksi sesuai dengan SPHP pada Laporan Keuangan 31 Desember 2024.

Sampai dengan tanggal Pelaporan Perusahaan belum menerima Surat Ketetapan Pajak atas SPHP.

h. Pengalihan Saham Kepada PT Biro Klasifikasi Indonesia (Persero)

Pada tanggal 20 Maret 2025 telah terbit Akta Perusahaan No. 15 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0086558 yang menetapkan perubahan jenis saham pada Perseroan yang semula tanpa seri menjadi Seri A Dwiwarna dan Saham Seri B, Saham Seri A Dwiwarna dan Seri B dimiliki dan ditempatkan serta disetorkan penuh seluruhnya oleh Negara Republik Indonesia.

**54. Events After the Reporting Date
(Continued)**

One of the significant components of the audit findings is the tax impact arising from the absorption of losses from the associate entity PSBI related to the Jakarta-Bandung High-Speed Railway Project, which constitutes a non-deductible expense for tax purposes. To strengthen the Company's financial position in executing the national strategic project mandate, the Company has requested support from the Ministry of State-Owned Enterprises to convey to the Minister of Finance/Directorate General of Taxes the need to consider a special policy for this National Strategic Project through letter No. KF.303/V/27/KA-2025 dated May 18, 2025, regarding the Request for Financial Strengthening Support in Relation to the National Strategic Project. The Company has also initiated further procedures regarding the SPHP. Based on the prudence principle, the Company has recognized a provision for the underpayment and applied the correction method in accordance with the SPHP in the Financial Statements as of December 31, 2024.

As of the reporting date, the Company has not yet received a Tax Assessment Letter related to the SPHP

h. Transfer of Shares to PT Biro Klasifikasi Indonesia (Persero)

On March 20, 2025, Deed of Company No. 15 was issued, drawn up by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta, and approved by the Ministry of Law and Human Rights through Decree No. AHU-AH.01.03-0086558, which stipulates the change in the classification of shares of the Company, from previously non-classified shares into Series A Dwiwarna shares and Series B shares. Both Series A Dwiwarna and Series B shares are wholly owned, subscribed, and fully paid by the Government of the Republic of Indonesia.

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54. Peristiwa Setelah Tanggal Pelaporan (Lanjutan)	54. Events After the Reporting Date (Continued)
Pada tanggal 16 April 2025 telah terbit Akta Perusahaan No. 09 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.09-0191578 perihal persetujuan perubahan pengalihan saham seri B Perseroan yang semula milik Negara Republik Indonesia dialihkan kepada PT Biro Klasifikasi Indonesia (Persero) Sebanyak 24.368.742 lembar saham atau senilai Rp24.368.742.000 dengan masing-masing saham bernilai Rp1.000. Pada tanggal 16 April 2025 telah terbit Akta Perusahaan No.10 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0108712 tanggal 22 April 2025 perihal perubahan anggaran dasar Perseroan. Modal dasar Perusahaan sebesar Rp24.368.743.000 terbagi atas 24.368.743 saham dengan nilai nominal Rp1.000 per saham dengan komposisi sebagai berikut: - Negara Republik Indonesia memiliki 1 lembar saham Seri A Dwiwarna dengan nilai sebesar Rp1.000. - PT Biro Klasifikasi Indonesia (Persero) memiliki 24.368.742 lembar saham Seri B dengan nilai sebesar Rp24.368.742.000. Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia.	On April 16, 2025, Deed No. 09 was issued, drawn up by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta, and has been approved by the Ministry of Law and Human Rights through Decree No. AHU-AH.01.09-0191578 regarding the approval of the amendment on the transfer of the Company's Series B shares, originally owned by the Government of the Republic of Indonesia, to PT Biro Klasifikasi Indonesia (Persero), totaling 24,368,742 shares or amounting to Rp24,368,742,000, with each share having a nominal value of Rp1,000. On April 16, 2025, Deed No. 10 was issued, drawn up by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta, and was approved by the Ministry of Law and Human Rights through Decree No. AHU-AH.01.03-0108712 dated April 22, 2025, concerning the amendment to the Company's Articles of Association. The Company's authorized capital amounts to Rp24,368,743,000, divided into 24,368,743 shares with a nominal value of Rp1,000 per share, with the following composition: - The Government of the Republic of Indonesia holds 1 Series A Dwiwarna share with a nominal value of Rp1,000. - PT Biro Klasifikasi Indonesia (Persero) holds 24,368,742 Series B shares with a total nominal value of Rp24,368,742,000. The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards.

55. Informasi Keuangan Tambahan

Kontribusi Pajak

Informasi keuangan tambahan menyajikan informasi terkait kontribusi Perusahaan dan Entitas Anak kepada Pemerintah Indonesia sesuai dengan Surat Edaran Kementerian Badan Usaha Milik Negara Republik Indonesia No. S-32/DKU.MBU/08/2024 (tidak diaudit), dengan rincian sebagai berikut:

	2024	2023
Perusahaan		
Pajak Pusat		
Pajak Penghasilan	1.197.929.134	861.048.687
Pajak Pertambahan Nilai	2.607.107.467	2.604.328.921
Sub jumlah	3.805.036.601	3.465.377.608
Pajak Daerah		
Pajak Bumi Bangunan	102.090.428	87.764.353
Penerimaan Negara Bukan Pajak	1.069.866.121	1.077.439.849
Jumlah	4.976.993.151	4.630.581.810
Entitas Anak		
Pajak Pusat		
Pajak Penghasilan	335.015.742	341.660.965
Pajak Pertambahan Nilai	438.427.365	457.002.611
Subjumlah	773.443.107	798.663.576
Pajak Daerah		
Pajak Bumi Bangunan	408.620	392.210
Pajak Restoran	5.279.225	9.601.940
Pajak Hotel	498.023	483.285
Pajak Lainnya	34.608.328	45.650.695
Sub jumlah	40.794.196	56.128.130
Penerimaan Negara Bukan Pajak	263.116.078	177.631.861
Jumlah	1.077.353.382	1.032.423.567
Jumlah Kontribusi Pajak	6.054.346.532	5.663.005.377

Tax Contribution

The supplementary financial information presents information related to the Company's and Subsidiaries contribution to the Government of Indonesia as required by the Circular Letter of Ministry of State-owned Enterprises of The Republic of Indonesia No. S-32/DKU.MU/08/2024 (unaudited), details as follows:

The Company
Central Governance Tax
Income Tax
Value Added Tax
Sub total
Local Tax
Land and Building Tax
Non-tax Revenue
Total
Subsidiaries
Central Governance Tax
Income Tax
Value Added Tax
Subtotal
Local Tax
Land and Building Tax
Restaurant Tax
Hotel Tax
Other Tax
Sub total
Non-tax Revenue
Total
Total Tax Contribution

56. Tanggung Jawab Manajemen dan Persetujuan atas Laporan Keuangan Konsolidasian

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 18 Juni 2025.

56. Management's Responsibility and Approval of the Consolidated Financial Statements

The preparation and fair presentation of the consolidated financial statements were the responsibilities of the management and were approved by the Directors for issuance on June 18, 2025.



PT KERETA API INDONESIA (PERSERO)

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Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan
Empowering Services and Ensuring Safety to Cultivate Sustainability

Laporan Tahunan dan Keberlanjutan
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